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Forty-second Annual Report

1995-96

**PRESENTED TO THE ANNUAL MEETING OF THE
GENERAL BODY ON THE 26TH OCTOBER, 1996**



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110002**

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Forty-second Annual Report

1995-96

AN OVERVIEW

This is the Forty-second Annual Report on the activities of the Institute for the year 1995-96.

The activities of the Institute are organised in four inter-related programmes: research, consultancy services, training and information exchange.

The Institute undertakes research studies on substantive issues on its own initiative as well as on themes sponsored by the Government, National Organisations and International Agencies. The Institute offers consultancy services on operational problems to the Government and Public Sector Enterprises.

Research

During the year, the Institute completed twelve research studies mentioned below:

1. Legislation Relating to Town Planning and Urban Development Authorities.
2. All Women Panchayat—The West Bengal Experiment—A Case.
3. Effective Policing of the NCT of Delhi and Adjoining Areas.
4. Role and Involvement of Gram Panchayats in Poverty Alleviation Programmes: A Case Study of Alwar District of Rajasthan.
5. New Panchayati Raj in Action (Experience from Madhya Pradesh).
6. Upgradation of Slums: A Study of Kanpur City.
7. An Evaluation of the Construction and Working of Girls' Hostels for Scheduled Castes and their Impact on the Educational Development of Inmates in the State of Bihar.
8. Study of Human Nature Interaction Around National Parks and Sanctuaries.
9. Legislative Status of Panchayati Raj in India.
10. Evaluation of NSS Programme (Regular and Special Camping) and Organisational Structure on All-India Basis.
11. Decentralisation—Public Expenditure Planning and Control.
12. Bonded Labour in India.

Consultancy

The Institute completed the following five consultancy assignments during the year: (i) Restructuring Khadi & Village Industries Commission, (ii) Restructuring of Central Government Medical Services, (iii) Trade Related Entrepreneurship Assistance and Development for Women, (iv) Emergency Health Care Load in Selected Hospitals of Delhi, and (v) Development and Implementation of Computers Software in Selection of Teachers and Principals of Kendriya Vidyalaya Sangathan. Details are given in Annexure 1 under Section "B".

Details of contributions other than research and consultancy of faculty as well as library professional staff are given in Annexure II.

Training

The Institute during the year organised 73 training programmes as compared to 71 in 1994-95, 67 in 1993-94 and 61 in 1992-93. This is the highest number of training programmes organised so far. In addition, the Institute also organised the 21st Advanced Professional Programme in Public Administration. Great attention is being paid to maintain high quality in all the programmes. The Institute has been actively collaborating with State Training Institutes. During the year, courses on Case Preparation and Use were organised at Shimla, Shillong and Goa and the Himachal Pradesh, Meghalaya State Institutes of Administration and Goa University were associated with this activity.

National Centre for Disaster Management

The National Centre for Disaster Management (NCDM) set up with the support of the Ministry of Agriculture, Government of India, continued its activities as an integral part of the Institute.

The NCDM during the year conducted five training programmes and two national conferences on different themes and has planned a comprehensive programme of activities during the coming year. A detailed account of the Centre's activities finds place in the Annual Report.

Conferences/Seminars/Workshops

The Institute organised eleven conferences/seminars/workshops and discussion-lectures on different themes during the year. A two-day workshop on "Dimensions of Public Management" was conducted jointly with Maharashtra Regional Branch at Bombay on May 16-17, 1995. As part of the 40th Anniversary Programme of the Institute, a seminar on "Policy Choices for Democracy: Decentralisation and Village Self-Determination" was organised on September 6, 1995. The Institute organised a seminar on "Directions of Reform of India's Parliamentary System" on September 29, 1995.

A colloquium on "Union-State Relations" was organised by the Institute on October 9, 1995.

A workshop on "Women and Children in Disaster" was organised on October 11, 1995 by the Institute's National Centre for Disaster Management (NCDM). Another workshop on "Himalayan Eco-Development and National Disaster Reduction" was organised by the NCDM on November 27-28, 1995. A two-day workshop on "Effective Policing of the National Capital Territory of Delhi and Adjoining Areas" was organised by the Institute under the auspices of Bureau of Police Research and Development,

Ministry of Home Affairs, on December 19-20, 1995. A seminar on "Public-Private Sector Interface in Japan and Korea: Lessons for India" was organised by the Institute on December 26, 1995. The Institute, jointly with the Faculty of Law, University of Delhi, organised a conference on "Legal Dimensions of Free Market Economy" on March 8-10, 1996. The IIPA, in collaboration with the Research Group 36 of International Political Science Association, organised a Regional Conference on "Administrative Culture" on March 23, 1996. The Institute also conducted a National Workshop on "Case Preparation and Use" on March 11-13, 1996 which was sponsored by the Ministry of Personnel, Public Grievances and Pensions.

Fortieth Anniversary Programme of IIPA

The Executive Council of the Institute had constituted a Committee to chalk out programmes for celebration of the completion of four decades of IIPA's existence. The Committee was constituted under the Chairmanship of Prof. M.V. Mathur, with Shri T.N. Chaturvedi, Dr. V. Subramanian, Dr. (Mrs.) Y. Shanmugasundaram, Prof. A. Datta, Prof. O.P. Minocha, Prof. A.K. Sharma and Shri M. Wadhvani, Director, as members.

In spite of financial constraints, the Committee launched a number of programmes. As a part of the 40th Anniversary Programme, a seminar on "Directions of Reform of India's Parliamentary System" and a colloquium on "Union-State Relations" were specially planned. In all, nine other seminars were held in IIPA, a detailed mention of which has been made in the Annual Report.

As part of the Anniversary Programme, the Founders' Day Lecture on March 29, 1995, was delivered by Dr. L.M. Singhvi, India's High Commissioner to U.K. on "In Defence of Bureaucracy: An Agenda for Reform". The Institute brought out a publication "Indian Administration: The Changing Scenario", which is an anthology of presidential addresses given at IIPA from 1954 to 1994. The Institute's earlier publication "The Organisation of Government of India" is being updated and the work on it is expected to be completed shortly. Another important activity linked with the 40th Anniversary Programme was the research project "Post-Independence Landmarks in State Public Administration". A broad outline underlining the coverage of the project was prepared and forwarded to all the Regional Branches.

Eleven Regional Branches and one Local Branch participated in the landmarks studies. About half-a-dozen of these studies have already been completed and were presented to the President of the Institute, Shri K.R. Narayanan, during the last Annual General Meeting held on October 18, 1995. Three Regional Branches undertook to carry out research in other related areas. Out of these, the UP Regional Branch has already completed the study on "The Proliferation of Government Personnel in the State of UP". This publication was released in the last AGBM held on October 18, 1995. The Maharashtra Regional Branch is engaged in a study on "Innovations in State Administration" and the Tamil Nadu Regional Branch on "Economic Reforms in Tamil Nadu". These studies as well as remaining landmark studies are expected to be completed soon.

UNDP Project-Strengthening and Upgrading IIPA

The project activities have been reviewed keeping in mind the new priorities of the Government of India. Six policy studies and five subject matter studies have been

completed under the Project. Dr. Raymond D. Gastil, Expert on Public Administration, who joined the Institute on January 23, 1995 had to cut short his visit due to personal problems. He, however, before his departure submitted a volume comprising four policy studies on : (i) The Basic Paradigm for India's Development, (ii) Sustainable Development, (iii) Alternative Environmental Policies, and (iv) Policy Choices for Democracy : Decentralisation and Village Self-Determination. Prof. R.K. Tiwari and Shri Pranab Banerji of IIPA collaborated with Dr. Gastil on these policy studies.

Library

To provide information support and library services to planners, policy makers, legislators, executives, researchers, academic personnel, trainers, trainees, etc., there was a need for a National Resource Centre in public administration at IIPA. The Institute's Library fulfils this need. It now has a collection of 1,73,473 volumes and subscribes to 192 current periodicals, in addition to 155 periodicals which are received on complimentary basis. Many functions of the library, i.e., acquisition, cataloguing and serials control have been computerised.

Indian Journal of Public Administration

The Indian Journal of Public Administration continues to receive appreciative references from readers in India and abroad.

The Institute brought out four issues during 1995-96. Of these, one was the Annual Special number on "Ethics in Public Life", which was widely appreciated. The Institute also brought out seven publications during the year under review. The other quarterly Journal "Nagarlok" also continued to be recognised as a valuable journal in the field of Urban Planning and Development.

Case Study Programme

During the year, three training programmes were conducted at Shimla, Shillong and Goa to promote the use of case study. The Institute brought out a volume containing nine case studies on "Administrative Environment and Decision-making". A three-day National Workshop on "Case Preparation and Use", sponsored by the Department of Personnel was also organised by the Institute during the year under review.

Regional and Local Branches

A special mention needs to be made of the Regional Branches which have been quite active and conducted a number of programmes during the year under review, viz., Bihar, Delhi, Jammu & Kashmir, Karnataka, Kerala, Maharashtra, Orissa, Rajasthan, Tamil Nadu and Uttar Pradesh.

The activities of Branches are under review by the Advisory Committee constituted by the Executive Council of the Institute to look into the activities of the Regional and Local Branches. A senior faculty member, designated as coordinator to assist in the activities of the Branches from the academic point of view, continued to provide active help to the Branches.

The year under review saw the formation of Gulbarga Local Branch in Karnataka and the closure of 14 Local Branches which had been inactive for quite sometime.

Institute's Finances

Due to the immense interest taken by Shri S.B. Chavan, Chairman, IIPA and the generous support extended by Shri Manmohan Singh, former Union Finance Minister and Smt. Margaret Alva, former Union Minister of State, Ministry of Personnel, Public Grievances and Pensions, the accumulated deficit of Rs. 67.50 lakh (upto March 31, 1995) has been cleared. Consistent efforts are being made by the Institute to augment its financial resources and the Executive Council has appointed a high-powered Committee to suggest measures in this direction. The report of the Committee is likely to be submitted shortly. In order to increase revenue, the course fees for the programmes sponsored by various ministries/departments of the Government of India (other than Department of Personnel) have been enhanced.

The Institute received a sum of Rs. 35 lakh from the Ministry of Personnel, Public Grievances and Pensions as the Plan Grant in addition to the Annual Maintenance Grant, for the year 1995-96 for pursuing developmental activities as part of the Eighth Five Year Plan allocation. This amount is being spent on development and modernisation of infrastructure of the Institute. A detailed account of the Finance and Accounts is given in Section "E" of the Annual Report.

Acknowledgements

We are grateful to respected Rashtrapatiji, Dr. Shankar Dayal Sharma, for having kindly agreed to be Patron of IIPA. We are also grateful to respected Vice-President of India, Shri K.R. Narayanan, the President of the Institute, for his gracious support to the Institute.

Our heartfelt and grateful thanks are due to Shri S.B. Chavan, Chairman of the Institute, for his unstinted support and guidance in carrying out the activities of the Institute. Our sincere thanks are due to Shri Manmohan Singh, former Union Finance Minister and Smt. Margaret Alva, former Union Minister of State, Ministry of Personnel, Public Grievances and Pensions, for their contribution in solving long-standing financial problems of the Institute.

We are thankful to the Chairman, Standing Committee, Shri T.N. Chaturvedi, M.P., and Members of the Executive Council and its various committees for their guidance and valuable advice on matters concerning the Institute.

The members of the Institute have given their unstinted support and cooperation and we are deeply grateful to them. The Regional and Local Branches continued to make progress and some of the Branches have done extremely well and strengthened their activities. Our thanks are due to the Department of Personnel and Training, Ministry of Rural Development and the Ministry of Urban Development, for their generous support to the activities of the Institute. We are grateful to the Planning Commission for including the proposals for modernisation and upgradation of the Institute in the Eighth Five Year Plan. Our thanks are due to the Union Ministry of Agriculture for selecting IIPA as the National Centre for Disaster Management and for giving a generous grant for managing its activities. We are grateful to the United Nations Development Programme (UNDP) for their consistent support to the project "Strengthening and Upgrading the IIPA". Our thanks are also due to various Ministries and Agencies of Central and State Governments for extending full cooperation in strengthening the activities of the Institute.

B. ASSOCIATIONAL ACTIVITIES

B.1. FORTY-FIRST ANNUAL MEETING OF THE GENERAL BODY

The Fortyfirst Annual General Body Meeting of IIPA members was held on October 18, 1995. Shri K.R. Narayanan, Vice-President of India and President of IIPA, addressed the members.

The meeting was attended by 350 members. The House approved the proceedings of the Fortieth Meeting of the General Body held on October 31, 1994, the Annual Report and the Annual Statement of Accounts for the year 1994-95. M/s. Thakur Vaidyanath Aiyar and Co. were reappointed as the auditors of the Institute for the year 1995-96.

B.2. THIRTY-NINTH ANNUAL CONFERENCE OF THE MEMBERS

The Thirty-ninth IIPA Members Annual Conference was held on October 19, 1995. The theme of the Conference was "Panchayati Raj and People's Aspirations". Shri T.N. Chaturvedi, Chairman of the IIPA Standing Committee, presided over the morning session and Dr. V. Subramanian, Vice-President of IIPA, presided over the late-afternoon session.

The Conference was attended by 357 members. Prof. S.N. Mishra presented the discussion paper on the theme of the Conference. Synopses of the papers on the theme alongwith the discussion paper were circulated to the participants of the Conference.

Prior to holding of the Annual Conference, 22 Regional Conferences/Seminars were organized by IIPA's Regional/Local Branches at their respective headquarters. Besides the discussion paper, 21 other papers authored on the theme were presented by the members.

B.3 THE EXECUTIVE COUNCIL

The Executive Council, in its meeting held on October 18, 1995 unanimously re-elected Shri T.N. Chaturvedi and Justice S. Ratnavel Pandian as Vice-Presidents of the Institute for a two-year term, 1995-97. The composition of the Executive Council is given in Annexure III.

Meetings of Committees

The Executive Council and the Standing Committee met four times during the year. The Academic Committee met twice during the year. The Editorial Board met twice, the Committee on Case Studies held two meetings and the Screening Committee for Admission of New Members met four times during the year.

B.4 MEMBERSHIP

During the year, 932 new members (383 Members, 434 Life, 5 Corporate, 65 Associate and 45 Student) were admitted. One hundred and twenty members compounded their

membership to Life Membership. Four Corporate Members also compounded their liability for 20 years. The number of those who resigned stood at: Members 3 and Corporate 3. Six Members and 24 Life Members are reported to have expired during the year.

The names of 241 Members and 49 Corporate Members, whose subscription fell in arrears for more than two years, i.e., since 1993 were removed from the Membership Roll of the Institute (under Rule 351 of the Rules of the Institute). Sixty-nine Associate and 71 Student Members did not renew their membership for the year 1995. The categorywise details of membership in tabular form are given below:

	<i>Annual Members</i>	<i>Life Members</i>	<i>Associate Members</i>	<i>Student Members</i>	<i>Corporate Members (Annual)</i>	<i>Corporate Members (20 Years)</i>	<i>Total</i>
1. Membership as on 31.3.95	1731	7518	187	152	134	95	9817
2. Admitted as New Members during 1.4.95 to 31.3.96	383	434	65	45	4	1	932
	2114	7952	252	197	138—	96	10,749
3. Conversion of the Membership during 1.4.95 to 31.3.96	(-)120	(+) 120	—	—	(-)4	(+)4	—
	1994	8072	252	197	134	100	10,749
4. Members removed during 1.4.95 to 31.3.96	(-)241	—	(-)69	(-)71	(-)49	—	(-)430
	1753	8072	183	126	85	100	10,419
5. Members resigned during 1.4.95 to 31.3.96	(-)3	—	—	—	(-)3	—	(-)6
	1750	8072	183	126	82	100	10,313
6. Members expired during 1.4.95 to 31.3.96	(-)6	(-)24	—	—	—	—	(-)30
Membership as on 31.3.1996	1744	8048	183	126	82	100	10,283

B.5 REGIONAL AND LOCAL BRANCHES

With the formation of Gulbarga Local Branch, the number of Regional and Local Branches now stands at 19 and 31 respectively. The following Branches which have been inactive since long and did not have the required strength of membership or have failed to send their audited statement of accounts consecutively for the last two years or more have been wound up: Ajmer, Beawar, Belgaum, Calicut, Dharwar, Erode, Kolhapur, Ooty, Pudukkottai, Salem, Sivaganga, Thanjavur, Udaipur and Ujjain.

A meeting of the office bearers of Regional and Local Branches was held on October 16, 1995 at the Institute. The Regional/Local Branches represented at the meeting were: Andhra Pradesh, Assam, Bihar, Delhi, Gujarat, Karnataka, Kerala, Maharashtra, Punjab/Haryana/Chandigarh, Rajasthan, Tamil Nadu, Uttar Pradesh, West Bengal (Regional Branches); and Aizawl, Dindigul, Jabalpur, Karimnagar, Madurai, Nagpur, Patiala, Ranchi, Saidapet, Sangli, Tiruchirapalli, Vallabh Vidyanagar, Vellore, Vellupuram, Warangal (Local Branches).

Some of the suggestions/observations made by the office bearers in the meeting were:

1. Attempts may be made to improve the day-to-day working of IIPA alongwith its Branches all over India by decentralising more and more IIPA activities to its Regional and Local Branches to enable the members to participate in them. The IIPA Branches may be encouraged to undertake academic exercises on administrative problems being faced at grassroot level in form of seminars, conferences, workshops, field survey, research project and short-term training courses.
2. The Annual Conference besides being organised at Delhi should be organised at all the Regional and Local Branches and a comprehensive report may be prepared with the recommendations adopted at the conferences.
3. Course material prepared at IIPA may be made available to the Branches for their libraries for the use of members interested in the topic.
4. All the applications of new members and nominations to the Executive Council may be routed through the Executive Council of respective Branches. Prior verification of information and details given in application form for membership, would deter the applicants from giving false designation and other information.
5. Invitations may be sent to all the members—Local and Regional for any Branch event.
6. Some short-term courses be decentralised and held at the branch level, with resource material, inputs and technical know-how from the IIPA headquarters to enable participation of such members who are not in a position to come to IIPA, New Delhi.

7. Up-to-date list of Branch members including all the newly admitted members be sent in time so that they could be intimated about the branch activities in time.
8. 50 per cent concession (to and fro) as a special case should be accorded to the IIPA members attending the AGM and efforts should be made to persuade the Railway Ministry in this regard. Efforts may be made to persuade the Railway Ministry to allow concession in two-tier and first class rail fare as the difference in the fare in these two classes is not much.
9. Every active branch should be sanctioned annually Rs. 1000 to meet the correspondence, printing and stationery charges.
10. Halting allowance of Rs. 100 per day should be paid to the secretaries/chairmen attending the meeting of the office bearers.
11. At least once in two years, the regional secretary/chairman should visit the local branches in their states at their own expenses to guide and activate the branches activities.
12. Rs. 1000 should be sanctioned to those branches which have been revived to meet initial expenses.
13. The payments made to the branches should be made by way of demand draft in order to avoid bank outstation clearing charges.
14. Regional and Local Branches in a particular state should establish rapport on reciprocal basis and not work in isolation of each other. The Regional Branches should intimate about all its activities to all the Local Branches in the particular state and the Local Branches should also reciprocate in the same way.
15. All such Local Branches which represent administrative jurisdiction of a district or division or any such boundary should get the share of membership contribution of all the Annual, Life and Corporate Members residing in that particular area rather than the existing system which enables a Regional Branch to get share of membership subscription of those members to whom they do not provide service of any kind.
16. Both Regional/Local branches be treated at par so far as the financial assistance for conferences, seminars and other activities are concerned.
17. The activities of regional and local branches should be assessed properly. It should be made obligatory on their part that they have attendance of at least 15 or 20 per cent of their total membership.

A sum of Rs. 4,01,626 was paid during the year as financial assistance to the Branches carrying out the programmes/activities suggested by them. Details of activities of nches are given in Annexure IV.

B.6 ESSAY COMPETITION

The following subjects were prescribed for the Annual Essay Prize Competition, 1995:

1. Towards Liberalization: Issues and Challenges before Public Administration.
2. Social Development: Present Day Concerns.
3. Recruitment, Training and Professional Development of State Level Officers.
4. Union-State Relations in the light of the Recommendations of the Tenth Finance Commission.

In all, 12 essays (nine in English and three in Hindi) were evaluated by a Committee of Judges comprising: Shri B.C. Mathur, Shri M. Thyagarajan, Prof. S.P. Verma and Shri M. Wadhvani.

One first prize of Rs. 2000 was given to Prof. (Mrs.) Marina Pinto for her essay on "Towards Liberalization: Issues and Challenges before Public Administration", two second prizes of Rs. 1500 each were given to Ms. Shilpa and Ms. Sangeetha for their essays on "Centre-State Relations in the light of the Recommendations of the Tenth Finance Commission", and "Towards Liberalization: Issues and Challenges before Public Administration", respectively.

One second prize of Rs. 1500 for a Hindi essay was given to Ms. Mala Gupta for her entry on "Recruitment, Training and Professional Development of State Level Officers."

C. ACADEMIC ACTIVITIES

C.1 THE ACADEMIC COMMITTEE

The Academic Committee of the Institute assists the Executive Council on all academic matters concerning education, training, research and consultancy. The Committee met twice during the year.

C.2 PLANNING AND ADVISORY COMMITTEE AND THE ACADEMIC CENTRES OF THE INSTITUTE

The Planning and Advisory Committee advises the Director on various academic activities of the Institute, viz., consultancy, publications, training, research, etc. The Committee is chaired by the Director and consists of Coordinators of all the Academic Centres; APPPA Programme Director; Coordinators, Research & Consultancy, Training; Computer Centre; the Project Director—Case Study Programme; and elected faculty members. The Registrar, Librarian and Assistant Editor are special invitees to the meetings of the Committee.

The Academic Centres, each comprising such members of the faculty who have their interest, experience and expertise in the concerned area of study, meet from time to time for the purpose of: (a) preparing annual plan of work in their respective areas of research and training and undertaking periodical reviews; (b) discussing, coordinating and reviewing individual plans of action; (c) acting as a forum for academic interaction and intellectual development of its members by organising seminars, special lectures, etc.; and (d) coordinating activities with other academic groups in promoting interdisciplinary tasks. Each Centre elects its Coordinator for a period of two years. The membership of the Academic Centres is given in Annexure V.

C.3 TRAINING PROGRAMMES

Twenty-first Advanced Professional Programme in Public Administration

The Twenty-first Advanced Professional Programme in Public Administration (APPPA) began on July 3, 1995 and concluded on March 30, 1996. The programme was sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India. Thirty-four officers from different All-India and Central Services deputed by the Ministries/Departments of the Government of India, and also from State Governments participated in the programme.

The APPPA has been designed to promote effective administrative leadership among senior/middle level officers. The programme seeks:

1. to provide an opportunity to middle and senior level civil servants to reflect upon their experience;
2. to impart knowledge of recent developments in Behavioural Sciences and their application in administration;
3. to acquaint the participants with the developments in administrative and management skills;
4. to enable the participants to have a critical analysis of the environmental and other factors impinging upon the functioning of the administrative system; and
5. to expose the participants to the complexities of issues concerning policy formulation, its analysis and implementation in the Indian context.

The programme consisted of five broad components: (a) teaching courses, (b) field study, (c) study seminars, (d) computer practicals, and (e) dissertation and viva-voce. All the activities in the programme were grouped into 19 streams consisting of a number of subjects/topics.

The programme also included experiential presentation by the participants. This aimed at developing their ability to communicate and sharpen their confidence in public speaking and to equip them with the necessary techniques for oral presentation in the course of their assignments in future.

As part of the programme, studies were carried out by the participants in groups in selected villages in districts of Junagarh (Gujarat), Nainital (Uttar Pradesh), Andaman (Andaman and Nicobar Islands) and East Khasi Hills (Meghalaya). The faculty members associated with the village study programme were: Dr. J.N. Upadhyay (Junagarh), Shri Rakesh Gupta (Nainital), Shri Pranab Banerji (East Khasi Hills) and Dr. A. Sarada (Andaman). The studies conducted in these villages exposed the participants to dynamics of rural life and provided first-hand knowledge of basic socio-economic conditions of the backward communities. The reports of the village study by the participants were discussed in a two-day seminar. Dr. J.N. Upadhyay was incharge of village study.

A significant component of the programme was the preparation of a well-documented dissertation on a topic relevant to some current administrative problems chosen by the participants in consultation with the faculty. The titles of dissertations submitted by the participants are given in Annexure VI.

The performance of the participants was evaluated through a system of written examinations, term papers/assignments, write-ups on research methods, experiential presentations, village study reports, and evaluation of dissertation and viva-voce.

Shri Naseem Ahmad, Joint Secretary, Department of Fertilizers, Ministry of Chemicals and Fertilizers, was awarded the Prof. V.K.N. Menon Prize for having secured the first position among the participants in the programme. Shri Vinod Vaish, Officer on Special Duty, Madhya Pradesh Mantralaya, Bhopal and Shri A.K. Vohra, Chief Electrical Engineer (Const.), Ministry of Railways, New Delhi were awarded the second and the third prizes, respectively.

The participants were also requested to evaluate the programme through a carefully drawn-up proforma. This included evaluation of courses conducted by the members of faculty, in-charge of streams and external experts. The findings of the evaluation are taken into consideration while designing the programme schedule for the next programme.

The programme was inaugurated by Smt. Margaret Alva, Minister of State, Ministry of Personnel, Public Grievances and Pensions. Shri P.K. Dave, Lt. Governor, Government of National Capital Territory of Delhi, delivered the valedictory address and distributed the diplomas to the successful participants.

Prof. J.C. Kapur, was the Programme Director and Shri N.C. Ganguli and Dr. (Mrs.) A. Sarada were Associate Programme Directors.

Other Training Programmes

During the year under review, the Institute organised 73 training programmes with 1673 officer-participants in addition to Twentyfirst Advanced Professional Programme in Public Administration. The break-up of programmes conducted under different categories along with number of programmes and participants during 1995-96 and

preceding year 1994-95 is given below:

Sl. No.	Programme	1995-96		1994-95	
		No. of programmes	No. of participants	No. of programmes	No. of participants
1.	Management Development Programmes—I (Sponsored by the Department of Personnel & Training)				
	(a) Management Orientation Programmes	9	235	9	284
	(b) Special Programmes	18	437	18	463
2.	Management Development Programmes—II				
	(a) Programmes Sponsored by Other Organisations	26	513	31	669
	(b) Fee-based Programmes Organised by IIPA on its own	5	124	3	62
3.	Programmes of Centre for Urban Studies	9	158	10	147
4.	National Centre for Disaster Management (NCDM)	7	206	—	—
Total		74	1673	71	1625

Under the Management Development Programmes—II, the training courses conducted during the year included five fee-based courses of the Institute and 26 sponsored by other organisations.

The Centre for Urban Studies organised nine short-term training programmes during the year. These programmes were meant for senior officers of Municipal Corporations, Municipalities, Urban Development Authorities, and other local bodies. The details of all the training programmes organised by the Institute during the year under review are given in Annexure VII.

All the training programmes are evaluated by the participants. The aspects of evaluation include ascertaining their views on relevance of the course, the quality of reading material, training techniques and talks given by faculty and experts.

C.4 NATIONAL CENTRE FOR DISASTER MANAGEMENT

With the support of the Union Ministry of Agriculture, the Institute has set up the National Centre for Disaster Management in March 1995. The NCDM, besides gearing up the national, state and district level administrations to tackle natural calamities, would also coordinate various research and training programmes and, by utilising IIPA infrastructure and faculty support, build a database on natural disasters with several case studies.

The main objectives of the Centre are: to prepare an information data base on damage caused and resources spent on mitigation practices and relief work for various types of natural types of natural disasters, to establish links between the nodal ministry of natural disasters, to provide technical assistance and services to the national programmes on natural disaster management, and to assist South-East Asian and SAARC countries in formulating their policies and developing their capabilities in all aspects of disaster management.

The NCDM conducts research in areas of disaster preparedness, disaster mitigation, cost benefit analysis of preparedness plans, environmental impact of floods, droughts, earthquakes, cyclones and other disasters and behavioural aspects of disaster affected people.

The NCDM plans to have a collection of cases from different states in different types of disasters with particular emphasis on effect of preparedness plans, rehabilitation and resettlement issues, effective relief programmes, environmental degradation and natural disasters, vulnerability to disasters, medical relief after disasters, community preparedness for natural disasters and the NGOs' role in community preparedness for natural disasters.

The Centre is doing networking and is in close touch with disaster management related activities of State Level Academies in U.P., Haryana, Maharashtra, Himachal Pradesh and other states. The Institute's faculty is collaborating with all State Academies in their training and research programmes.

Activities

During the year 1995-96, the NCDM conducted the following training programmes/seminars/conferences/workshops:

1. First Training Programme on Flood Disaster Management (May 8-13, 1995).
2. Second Training Programme on Flood Disaster Management (June 5-10, 1995).
3. Training Programme on Drought Management (July 24-28, 1995).
4. Workshop on Women and Children in Disaster (October 11, 1995).
5. Workshop on Himalayan Eco-development and National Disaster Reduction (November 27-28, 1995).
6. Training of Trainers Programme (December 26-30, 1995).
7. Training Programme on Drought Management (March 11-15, 1996).

C.5 CONFERENCES/SEMINARS/WORKSHOPS/DISCUSSIONS

Workshop on Dimension of Public Management

A two-day Workshop on the subject was conducted jointly by IIPA headquarters and its Maharashtra Regional Branch at Bombay on May 16 and 17, 1995. Prof. Arvind Sharma, Professor of Public Administration at IIPA conducted the Workshop.

Seminar on Policy Choices for Democracy

As a part of the celebration to mark the 40th Anniversary of the Institute, a Seminar on "Policy Choices for Democracy: Decentralization and Village Self-Determination" was conducted at IIPA on September 6, 1995. The theme paper was presented by Dr. Raymond D. Gastil, UNDP Expert on Public Administration attached to the IIPA for a short-term assignment. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee presided and Prof. M.V. Mathur, Chairman, of the 40th Anniversary Celebration Committee gave the valedictory address. Shri M. Wadhvani, Director, IIPA and Prof. R.K. Tiwari, Professor of Public Administration at IIPA coordinated the Seminar.

Seminar on Directions of Reform of India's Parliamentary System

The Seminar on the subject was conducted by IIPA on September 29, 1995 to mark Completion of 40 years of IIPA. Shri T.N. Chaturvedi, Chairman IIPA Standing Committee gave the inaugural address and presided over the deliberations. Prof. M.V. Mathur, Vice-President of IIPA, gave the valedictory address. Prof A.K. Sharma of IIPA coordinated the Seminar.

Colloquium on Union-State Relations

The Colloquium on "Union-State Relations" was organized by IIPA as part of its 40th Anniversary on October 9, 1995. Shri T.N. Chaturvedi, Chairman IIPA Standing Committee presided over the colloquium and Shri Tarlok Singh, ICS (Retd), former Member of the Planning Commission, gave the valedictory address. Prof. A.K. Sharma of IIPA directed the colloquium.

Workshop on Women and Children in Disaster

The Workshop on the subject was conducted by IIPA's National Centre for Disaster Management on October 11, 1995. Dr. Balram Jakhar, then Union Minister for Agriculture, inaugurated the Workshop. Dr. V.K. Sharma and Dr. (Mrs.) Rajesh Singh of IIPA jointly coordinated the Workshop.

Workshop on Himalayan Eco-Development and National Disaster Reduction

The Workshop on the subject was conducted by IIPA's National Centre for Disaster Management on November 27-28, 1995. It was sponsored by the Ministry of Agriculture. Dr. Balram Jakhar, then Union Minister for Agriculture, gave the inaugural address and the key-note address was given by Shri B.K. Taimini, Central Relief Commissioner and

Additional Secretary in the Ministry of Agriculture. Shri G. Balakrishnan, Secretary, Ministry of Agriculture presided over the inaugural session.

Dr. V.K. Sharma of IIPA was the Convenor of the Workshop.

Workshop on Effective Policing of the NCT of Delhi and Adjoining Areas

A two-day Workshop on the subject was organized by IIPA on December 19 and 20, 1995 under the auspices of the Bureau of Police Research and Development, Ministry of Home Affairs. Shri K. Padmanabhaiah, Union Home Secretary gave the inaugural address and the valedictory address was given by Shri K. Vijaya Rama Rao, Director, Central Bureau of Investigation. Dr. Jaytilak Guha Roy coordinated the Workshop.

Seminar on Public-Private Sector Interface in Japan and South Korea: Lessons for India

A seminar on the subject was organized by IIPA on December 26, 1995. The theme paper was presented by Prof. K.N. Kabra of IIPA. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee presided over the seminar.

Conference on Legal Dimensions of Free Market Economy

The Conference was organized jointly by IIPA and Faculty of Law, University of Delhi from March 8-10, 1996. Mr. Justice A.M. Ahmadi, Chief Justice of India inaugurated the Conference and the valedictory address was given by Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee.

Regional Conference on Administrative Culture

The Research Group 36 of International Political Science Association in collaboration with IIPA organized the Regional Conference on the theme on March 23, 1996 at IIPA. Shri T.N. Chaturvedi, Chairman, IIPA Standing Committee gave the inaugural address and Prof. S.P. Verma, formerly Professor at IIPA, gave the valedictory address.

National Workshop on Case Preparation and Use

The Workshop was conducted at IIPA from March 11-13, 1996. It was, sponsored by the Ministry of Personnel, Public Grievances and Pensions. Prof. Nand Dhameja coordinated the Workshop.

C.6 CASE STUDY PROGRAMME

During 1994-95, case studies received under the Annual Case Study Awards Scheme were evaluated by a panel of experts comprising Prof. Ishwar Dayal and Prof. Vijay Aggarwal. They recommended the award of first prize of Rs. 3000 to Prof. K.S. Sastry for his entry on "VIC—The Business Man"; and one second prize of Rs. 2000 to Dr. (Smt.) Rajesh Singh for her entry on "The Holy Ganga"

The Institute brought out the volume containing nine case studies on Administrative

Environment and Decision-Making.

Courses on "Case Preparation and Use" were organised by IIPA in collaboration with State Training Institutes at Shimla, Barapani (Shillong) and Goa University.

A National Workshop on "Case Preparation and Use" was conducted at IIPA from March 11-13, 1996. It was sponsored by the Ministry of Personnel Public Grievances and Pensions.

C.7 LIBRARY

Collection

During the year 1995-96, 3445 volumes were added to the Library. The total number of volumes in the Library as on March 31, 1996 was 173473.

The Library subscribed to 192 current periodicals. In addition, 155 periodicals were received on exchange and complimentary basis.

The World Bank has extended its Depository Library Programme at the Institute till June 30, 1998.

During 1995-96 about 150 books on various subjects like Public Administration, Economics, Sociology, Political Science, Environmental Studies, in Hindi have been added to the collection of the Library. In addition, the Library received 15 periodicals in Hindi.

Two hundred and thirty books published by the Hindi Academies of Madhya Pradesh, Bihar, Haryana, Rajasthan, U.T. of Delhi, Uttar Pradesh, and Rajbhasha Vibhag of the Union Ministry of Home Affairs have been identified for purchase by the Library during 1996-97 depending upon the availability of funds.

As per the recommendation of the Hindi Advisory Committee in its meeting held on July 26, 1995, the Library has started maintaining press clippings of significant news items, editorials and signed articles which are published in Hindi newspapers being received in the Library.

Readers Services

During the year 1995-96, 13910 persons made use of the library resources. The number of books lent out during the year is 6540.

The Library continues to be an active member of the Delhi Library Network. During the year, 167 documents were borrowed from other libraries while 297 documents were made available to other libraries on inter-library loan.

The Library has acquired a "Wipro AcerMate 800 Pentium" to facilitate speedy storage and retrieval of information. One more computer terminal has been placed at the Reference Desk to facilitate search of the Library database. The database, at present, consists of over 50000 bibliographic records relating to books and 31500 records relating to periodical articles. The database is being edited in order to bring it in conformity with requirements of the Delhi Library Network.

The Library has also acquired an "HP Scanner" and "Data Scan Software" for computerising storage and retrieval of newspaper clippings.

Various current awareness services namely, List of Additions, Current Contents and Select List of Periodical Articles were brought out regularly.

A large number of short subject bibliographies were made available to the library clientele on demand. The Library staff has compiled a select bibliography on "Ethics in Public Life" which has been published in the July-September issue of the *Indian Journal of Public Administration*. In addition, some of the staff members have also been compiling select subject bibliographies for the prestigious monthly 'Seminar'.

C.8 PUBLICATIONS

Periodicals

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration (Quarterly)
2. Nagarlok (Quarterly)
3. Documentation in Public Administration (Quarterly)
4. IIPA Newsletter (Monthly)

Indian Journal of Public Administration

The Institute brought out four issues during 1995 (Volume XLI) which, taken together, ran into 831 pages. Of these, one was the annual special number on "Ethics in Public Life".

Shri T.N. Chaturvedi continued to be the Editor of the Journal and Shri M.K. Gaur the Assistant Editor.

Nagarlok

The Institute brought out four issues during 1995 (Volume XXXVII) of which one was a special number on "Urban Basic Services for the Poor".

Shri Manik Wadhwani continued to be its Editor and Prof. G.K. Misra the Joint Editor and Shri M.K. Balachandran the Assistant Editor.

Documentation in Public Administration

The Institute brought out four issues during 1995. Shri T.N. Chaturvedi continued to be the Editor and S/Shri B.K. Suri and S. Majumdar, Assistant Editors.

IIPA Newsletter

Twelve issues were published during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur Assistant Editor.

Publications

The Institute published the following publications during 1995-96:

1. Directory of National Parks and Sanctuaries in Karnataka - Management Status and Profiles—Ranjit Lal, Ashish Kothari, Pratibha Pande and Shekhar Singh.
2. Joint Management of Protected Areas in India - Report of a Workshop—Shekhar Singh, Neena Singh, Saloni Suri and Ashish Kothari.
3. Disaster Management—(Ed.) V.K. Sharma.
4. स्थानिकता, राष्ट्रीयता और विकास—पी.सी. जोशी
5. Case Studies in Administrative Environment and Decision Making—(Ed.) Nand Dhameja.
6. Indian Administration: The Changing Scenario—(Eds.) M. Wadhvani and R.K. Tiwari.
7. Ombudsmen: India and the World Community—(Eds.) Norman Lewis and S.S. Singh.

A publication entitled "Welfare Measures for Weaker Sections" by B.M. Verma was brought out through one of the empanelled publishers under the auspices of the Institute.

Participation in the World Book Fair

The Institute participated in the 12th World Book Fair from February 3-11, 1996 in New Delhi. The IIPA Stall in Hall No.1 was visited by a large number of academics, administrators, students, a number of VIPs and others.

C.9 COMPUTER CENTRE

Training

In Computer Centre, the emphasis is shifting towards more practical oriented programmes. The lecture sessions of all the courses being held in IIPA Computer Centre have become more interactive and participative because of installation of a Sony - Projector and a 6x4 feet screen received under UNDP grants.

A sponsored course on "Computerised Project Management" was conducted for senior level forest officers of Ministry of Environment and Forests. The course was directed by World Bank Faculty Mr. Ronald Ng, Ms. Charru and Shri N.C. Ganguli from IIPA. Courses on "Effective Use of Computers in Administration" were conducted twice in the year, with lots of changes like inclusion of new topics of "Multimedia Networking" etc., which were highly appreciated.

For 21st APPPA, the Computer Centre rendered it's services for conducting lectures, demonstrations and practicals in three streams namely of "Econometrics", "Project Management", and "MIS", apart from the main stream of "Computers".

Computer Practical and Demonstrations were also rendered for other training

programme like "Training Course on Economic Analysis of Irrigation Project", "Vertical Interaction Course for IPS Officers", "Third General Management Programme for Superintending Engineers and Senior Architects of the CPWD" and "Training Programme on Management for Medical Officers of Central Health Service".

An in-house training course on "Windows and MS-Office" was also conducted for project personnel.

New Installations

E-mail has been successful operationalised with an installation of 28.8kpbs modem and E-mail connectivity being provided by NIC. This facility is being used by all the faculty members and staff alike for National and International exchange of documents, letters etc.

'Nashpack Ver.3.0" a premium antivirus package has been installed to safeguard our machines from unwanted virus-infections.

"MS-Office (Professional) Ver.4.0" has also been installed, which is an integrated office automation package for Windows-Environment.

Support to Other Sections of the Office

The Computer Centre continues to offer regular services for multifaceted administrative activities. This includes support given to NCDM, CUS, Library etc. for purchase of their new hardware and software.

All the administrative applications, e.g., data-processing, word-processing, desk top publishing jobs, payroll computation, photocopying services computation of quarterly and annual salary report are being tackled by Computer Centre.

Also reports were generated for the IIPA Hostel, elaborating the hostel usage in the past year by the members and non-members of IIPA. These set of reports will aid the management in the process of strategic decision-making.

Old membership package has been replaced by a new package with addition of several new features. The total computer usage for the year was 3,652 hours and revenue generated was Rs. 2,77,508 by the Computer Centre.

C.10 OTHER ACTIVITIES

Distinguished Visitors to the Institute

A four-member Kenyan delegation led by Mr. Elijah Mwakio, Chairman of Kenyan Public Service Commission, visited the Institute on April 24, 1995 and held discussions with the Director and faculty members.

Dr. Brian Levett, Dean, International Business Management Centre, University of Hull (U.K.) visited IIPA on May 23, 1995 and held discussions with the Director and the faculty members on topics of mutual academic interests.

A three-member Study Group on "Namibian Governance and Democracy Project" from the Republic of Namibia, comprising Mr. Bernhardt Esau, M.P. , Mr. Zedekie

Mujoro, M.P. and Vice-Chairman of Upper House of Namibian National Assembly and Ms. Stephanie Winson, Legal Counsel to the Speaker, visited the Institute on June 1, 1995 and discussed issues relating to parliamentary system of governance; administrative reforms, training, transparency in government and ombudsman system in India.

Prof. Beryl A. Radin, Professor of Public Administration and Policy, State University of New York and Prof. Balveer Arora of JNU, visited the Institute on July 10, 1995 and held discussion with the Director and faculty members on a study on the "Role of All-India Services and Federalism".

Mr. Gilles Pouget and Mr. Francis Keller, Director of External Relations and Head of Asia Division, respectively, at the International Institute of Public Administration, Paris, visited IIPA on November 13, 1995 and held discussions on topics of mutual interest with the Director and members of IIPA faculty.

Progressive Use of Hindi

Hindi Advisory Committee under the Chairmanship of the Director has been constituted to promote the use of Hindi in the working of the Institute. The Committee decides about time-bound programmes or promotion of use of Hindi. Follow-up actions are also being taken to implement the decisions:

1. The Institute has Hindi Section in which two Junior Hindi Translators and one Junior Hindi Stenographer are working.
2. Hindi Divas is celebrated in the Institute on September 14, every year. On this occasion, lecture in Hindi is organised under the annual lecture series on Public Administration and Social Sciences. The Institute organised a lecture on September 14, 1995 on 'Sthanikta, Rashtreetya aur Vikas' by Puran Chand Joshi a noted Sociologist. The function was presided over by the Chairman, Standing Committee, IIPA, Shri T.N. Chaturvedi. The lecture of Prof. Joshi with comments of three panelists—Prof. M.P. Singh of Delhi University, Prof. K.L. Sharma of JNU and Prof. K.N. Kabra of the Institute and a bibliography on the subject was published by the Institute.
3. Two stenographers and two typists were nominated to attend Training Programme in Hindi Shorthand/Typing under "Hindi Teaching Scheme" of the Department of Official Language. One employee of the Institute attended 5-day Computer Training on D.T.P. in Hindi sponsored by the Department of Official Language. The trained Hindi Typists/Stenographers have been given cash awards and increments as provided in the scheme.
4. Training calendar for the courses conducted by the IIPA was brought out both in Hindi and English.
5. Question papers of the examination conducted by the Institute (APPPA) are prepared both in English and Hindi. The trainees have option to answer in Hindi as well.
6. To promote use of Hindi in the training programmes, Prof. Namwar Singh and

Prof. S.N. Mishra delivered lectures in Hindi in the training courses of MDP for Empanelled Deputy Secretaries of CSS conducted during January 1 February 2, 1996 and Development Through Participation conducted during August 21—September 1, 1995 and December 26, 1995 - January 5, 1996.

7. The Memorandum of Association and Rules and Election Bye-Laws have already been brought out in bilingual form. The Annual Report of the Institute is being brought out both in Hindi and English every year.
8. All name plates, letter heads have been prepared in bilingual form.
9. Letters received in Hindi are being replied in Hindi.
10. The Institute conducts Annual Essay Prize Competition every year with a view to encourage original contribution to the study of Public Administration in all its aspects especially in its Indian context. The Institute also invites entries in Hindi for the Essay Competition. There are separate prizes for English and Hindi Essays.
11. During the year 1995-96, the Library purchased about 150 books in Hindi on Public Administration, Economics, Sociology and Political Science. The Library has also started press clipping service of Hindi articles. Clippings of about 7290 articles in Hindi have been collected. Hindi journals, periodicals and two Hindi newspapers are also subscribed/received by the Library. Government publications in Hindi are also being received on various subjects. Hindi books are stacked separately in Library.
12. Eight Computers have been provided with software packages namely 'Prakashak' and 'Akshar' for facilitating the work in Hindi and English.

Affiliations

The following researchers continue to be affiliated for undertaking research work:

1. Dr. (Mrs.) Kushal Kaushik for work on "Women Participation in Panchayati Raj" under the UGC Research Associateship 1991 Scheme (Faculty Guide: Prof. S.N. Mishra).
2. Dr. Anil Mahajan for work on "Integrated Micro-Level Development Planning Towards a Valid Paradigm" under the ICSSR Senior Fellowship Scheme (Faculty Guide: Prof. K.N. Kabra).
3. Prof. Saifuddin Soz, former Member of Parliament for work on the research study "Kashmir - The Struggle for Freedom during Dogra Rule" under Senior Fellowship offered by the Indian Council for Historical Research.
4. Dr. D.N. Gadhok for work on "The Parliament and the Parliamentary Committees at Work (An Inside Survey)" under the ICSSR Senior Fellowship Scheme.
5. Smt. Nandita Sehgal, IAS, for work on research study "The Role of the Civil Service in a Changing Environment" (Faculty Guide: Prof. O.P. Minocha).

D. ADMINISTRATIVE AND PERSONNEL MATTERS

Appointments/Re-Designations

Shri C. Giri, joined IIPA as Dy. Registrar (Admn.) with effect from September 11, 1995.

Shri U.S. Rawat has been designated as Asstt. Registrar with effect from June 1, 1995.

S/Shri A.S. Satyanarayana and J.K. Suri have been designated as Superintendents.

Retirements

Shri R.K. Kaushik, Superintendent retired on superannuation from the service of the Institute on May 31, 1995.

Shri P.K. Sharma, Assistant Registrar, retired on superannuation from the service of the Institute on May 31, 1995.

Shri Raj Kumar Nandy, Reader, Public Administration, retired from the service of the Institute on June 30, 1995.

Shri Raje Singh, Staff Car Driver, retired on superannuation from the service of the Institute on January 1, 1995. He was re-employed as driver from a period of two years from January 1, 1995 to August 31, 1997.

Dr. Kamta Prasad, Professor, Economics and Rural Development, retired on superannuation from the services of the Institute on January 31, 1996.

Shri M.K. Balachandran, Reader, Municipal Law retired on superannuation from the service of the Institute on January 31, 1996.

Visits Abroad of Faculty Members

The following faculty members were nominated for short-term visits abroad for various programmes:

1. Dr. V.K. Sharma attended the Ten-week Module of the Training Programme on "Environmental Policy Planning, Legislation and Enforcement Systems" from March 18 to May 24, 1996, at University of Edinburgh, U.K. under Colombo Plan.
2. Dr. (Mrs.) Rajesh Singh, attended course on "Special Management of Training (SMOT)" from March 30 to May 31, 1995 at Thames Valley University, Slough, U.K. under Trainer Development Project (TDP), U.K.

Reservation for SC/ST in Respect of Posts Under the Control of the IIPA

As in the previous years, the Institute continued to follow the guidelines laid down by the Government of India in regard to providing reservations for Scheduled Castes/ Scheduled Tribes in the posts/services under the control of IIPA.

E. FINANCE AND ACCOUNTS

Revenue Account (Recurring)

During the year under report, maintenance grant of Rs.197.80 lakh (including special additional grant of Rs. 67.80 lakh to clear the accumulated deficit upto 31.3.95) was received from the Ministry of Personnel, Public Grievances and Pensions, Government of India. An amount of Rs. 9.33 lakh was transferred from Gratuity Reserve Fund to meet part of the expenditure of the Institute under intimation to the Department of Personnel and Training.

Receipts from membership subscriptions, sale of publications, rents etc. amounted to Rs. 51.36 lakh. Fee from various fee-based and sponsored training programmes amounted to Rs.27.85 lakh. Net fee from consultancy assignments amounted to Rs.4.28 lakh. Thus, the total receipts under revenue account amounted to Rs.290.62 lakh.

As against the above revenue receipts of Rs. 290.62 lakh, the expenditure during the year under report amounted to Rs. 230.48 lakh under the following heads:

	(Rs. in lakh)
1. Establishment (Salaries including of CRDA Rs. 16.95 lakh and Allowances)	118.76
2. Conduct of Fee-based and sponsored Training Programmes	15.24
3. Research, Seminars and Conferences	2.15
4. Publications	4.81
5. Library Books and Periodicals	2.99
6. Promotion of Branches' Activities	4.02
7. Campus Maintenance including Water and Electricity Charges, Rents, Rates and Taxes, etc.	32.10
8. Administrative and Misc. Charges	32.32
9. Other Expenditure—CRD Administration	17.12
10. Advances to Employees	0.97
	230.48

Thus, there was an excess income of Rs. 60.14 lakh in the revenue account during the year. Taking this into account and the excess expenditure of Rs. 67.80 lakh at the end of the previous year ending on March 31, 1995 the excess expenditure on revenue account at the end of financial year under report was of the order of Rs. 7.66 lakh.

This excess expenditure was primarily due to the fact that the maintenance grant received from the Government did not provide additional funds to cover the impact of further instalments of dearness allowance and leave encasement and gratuity in

respect of retiring employees. Part of it was also due to general rise in prices. Part of the excess expenditure was off set by transferring the balance amount lying in Gratuity Reserve Fund. The deficit is proposed to be met by effecting economy in expenditure to the extent possible and by augmenting income from Consultancy and Training Programmes. Besides we have requested the Government for additional maintenance grant which is being looked into by a High Power Committee.

Centre for Urban Studies (CUS)

A maintenance grant of Rs.32.78 lakh (including balance of Rs.1.34 lakh carried over from previous year ended on 31.3.95) was received from the Ministry of Urban Development, Government of India during the year under report. In addition, receipts of Rs. 0.50 lakh accrued from sale of CUS publications and paid programmes etc. Thus the total receipts under CUS amounted to Rs. 32.78 lakh.

Against the total receipt of Rs. 32.78 lakh, the expenditure on the Centre for Urban Studies amounted to Rs. 31.20 lakh. The balance of Rs. 1.58 lakhs has been carried over for adjustment during the year 1996-97.

National Centre for Disaster Management

The Institute set up the National Centre for Disaster Management (NCDM) with the support of the Ministry of Agriculture, Government of India. The Ministry of Agriculture released a total grant of Rs. 55,50,000 during the year under report.

Against the grant of Rs. 55,50,000 an expenditure of Rs. 52,57,203 was incurred on: (i) Pay & Allowances of Staff and Other Activities (Rs. 23,89,026) and (ii) Creation of Infrastructure Facilities (Rs. 28,68,177) during the year. The balance of (Rs. 2,92,797) has been carried over for adjustment during 1996-97.

Capital Account (Non-Recurring)

Annual Plan Grant of Rs. 35 lakh was received during the year. The unspent balance of Rs. 3.61 lakh of the Plan Grant 1994-95 received from the Government of India in the previous year was also carried over to the year under report. The expenditure incurred under each of these grants during the year and the balance carried over to the year 1996-97 is detailed below:

	(Rs. in lakh)		
	Grant Available	Expenditure	Balance carried over to next year 1996-97
1. Annual Plan Grant 1995-96	35.00	27.23	7.77
2. Balance carried over from Annual Plan Grant 1994-95	3.61	3.61	—

Specific Grants and Expenditure on Sponsored Training Programmes and Research Studies

Grants amounting to Rs. 62.32 lakh were received from the Ministry of Personnel, Public Grievances and Pensions, and other sponsoring Ministries/Departments for conduct of Training Programmes, Research Studies and Seminars etc. as under:

(Rs. in lakh)

1. DOP&T Sponsored Programme Advanced Professional Programme in Public Administration (APPPA)	15.51
2. Various Ministries/Departments Field visits/dissertation, etc. of APPPA Participants	5.98
3. Special Programmes from Ministries/ Departments other than DOP&T Various Ministries/Departments and other Organisations like UNDP, World Bank, ICSSR etc. for Special Programmes, Research Studies, Consultancy Assignments, Seminars, etc.	40.83
	<u>62.32</u>

Expenditure on the above programmes and Research Studies, etc. amounted to Rs. 51.79 lakh as detailed below:

(Rs. in lakh)

1. Advanced Professional Programme in Public Administration	14.36
2. Field Visits/dissertation etc. by APPPA participants	3.70
3. Special Programmes, Research Studies, Consultancy Assignments and Seminars etc. sponsored by various Ministries/Departments of Government of India and other organisations.	33.73
	<u>51.79</u>

Balance from the grants/excess expenditure has been carried over for utilisation/adjustment during 1996-97.

Audited statement of account in detail is appended to this report (Annexure IX).

M/s Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report.

ANNEXURES

Annexure 1

COMPLETED RESEARCH PROJECTS AND CONSULTANCY ASSIGNMENTS

A. RESEARCH PROJECTS

1. LEGISLATIONS RELATING TO TOWN PLANNING AND URBAN DEVELOPMENT AUTHORITIES

IIPA sanctioned an amount of Rs.18,000 to Shri M.K. Balachandran to undertake this research study in 1993. The present report is the revised version of the Report on the Research on "Legislations Relating to Town Planning and Development Authorities and Their Implementation", which was earlier sponsored by the Indian Council of Social Science Research (ICSSR), New Delhi.

Objectives

The project aims at a comprehensive review of the existing legislations on town planning and urban development in the states/union territories and an evaluation of the effectiveness of the legislative provisions in facilitating the process of urban planning and implementation, so as to induce necessary law reform. Some of the important legislations have been examined with a view to identify their strengths and weaknesses. However, a few of them were not available for scrutiny despite sincere efforts to procure them.

Major Findings and Conclusions

- (i) *Multiplicity of Legislations:* In a number of states there is no uniform planning/development law applicable throughout the state. Kerala has three outmoded town planning legislations still in force in different parts of the state. Karnataka which had redrafted its town planning legislation in the light of the Model Law prepared by TCPO, again enacted an Improvement Boards Act in 1976, it was found that the Planning Authorities constituted under the earlier Act were not adequate for plan implementation. Some of the states have an array of legislations to deal with one or the other aspect of town planning/development activities, but have no comprehensive planning/development law (Punjab and Haryana), while a few others are still content with the Improvement Trust Acts (Orissa and Rajasthan).
- (ii) *Multiplicity of Organizations:* A concomitant result of the multiplicity of legislations

is the multiplicity of authorities/organizations in the same area dealing with different aspects of planning, which sometimes have overlapping functions and jurisdictions. New authorities/organizations have been set up on an ad-hoc basis without giving any serious thought about their impact on the already existing ones, creating problems of conflicts and coordination. This multiplicity of authorities coupled with the elaborate procedure for each of these organizations and the lack of proper linkage among them, often creates problems in the planning process both at the formulation and implementation stages. The study also highlights the problems of coordination, organisational inadequacies affecting effective plan preparation and implementation.

- (iii) *Land Acquisition Provisions - Not Adequate:* The majority of the planning legislations are still dependent on the Central Land Acquisition Act of 1894 for acquisition purposes. This Act was enacted at a time when large-scale acquisition of lands for various development projects was not visualised by the legislature.
- (iv) *Law Not Effective in Checking Haphazard Growth:* Many of the existing legislations do not provide for the control of the peripheral growth or ribbon development even though some states have separate legislations which provide for negative control at the periphery without any regular machinery for positive development. The legislations, in fact, have not taken into account the rural-urban continuum or interaction between the city and the hinterland, the metropolis and the shadow areas.
- (v) *Public Participation-Not Adequate:* A number of states have realised the imperative necessity for a comprehensive law on planning and some of them are even making attempts to enact the same. For purposive planning and for achieving its goals and objectives. It is also absolutely essential that the states should attempt a consolidation of the innumerable legislations dealing with one or the other aspect of planning/development activities within their respective jurisdictions. Consolidation is not codification, it is a process whereby the provisions of many statutes dealing with one branch of the law are reduced into the compass of one statutory enactment of law.

2. ALL-WOMEN PANCHAYAT—THE WEST BENGAL EXPERIMENT—A CASE

Dr. Jaytilak Guha Roy conducted the present Research Study which was sponsored by Ministry of Rural Areas and Employment, Government of India. The sanctioned grant for the project was Rs.15,000. The Research Project was sanctioned in the month of April 1995 and report was submitted in the month of August, 1995.

Major Findings

With relevant data, primary and secondary, the case reveals the achievements of this foremost Mahila Panchayat in West Bengal. It further reveals that given the political and social support, even the women of a backward rural area can run a gram panchayat very effectively.

3. EFFECTIVE POLICING OF THE NATIONAL CAPITAL TERRITORY OF DELHI AND ADJOINING AREAS

Dr. Jaytilak Guha Roy conducted the present Research Study which was sponsored by Bureau of Police Research and Development, Ministry of Home Affairs, Government of India. The sanctioned grant for the project was Rs.68,000. The Research Project was sanctioned in the month of February 1995 and the report was submitted in the month of May, 1995.

Objectives of the Study

To examine the nature and pattern of sensational crimes and gangsterism which are on the rise in the NCT of Delhi and adjoining areas; to evaluate the efficacy or adequacy of the existing administrative and operational arrangements and legal framework to combat and control such crimes; and to suggest ways and means to cope with the menace more effectively.

Methodology

Primary and secondary data, open-ended discussions with the senior and middle-level officers of Delhi, Haryana and UP Police and also with a number of experienced officers of Central Police Organisations, *viz.*, DCPW, NCRB, BPR&D, etc.

Major Findings

- (a) A comparative analysis of crime statistics of Delhi and adjoining areas revealed the vulnerability of Delhi to the organised criminals and gangsters.
- (b) Inter-state coordination, not merely to the extent of routinised periodical meetings but with the adequate support of well-planned strategy and organisational framework constitute the bedrock of joint police action which is the only answer to the growing problem of law and order in the region.

Major Recommendations

The study recommended a three-tier system for joint police action in the NCR as follows:

- (a) At the highest level, a Police Board should be constituted with the Special Home Secretary, Government of India as Chairman, Commissioner of Police, Delhi as Member-Secretary, and IGP's and/or DIGP's of Meerut, Gurgaon and other adjoining zones of UP and Haryana, and Addl. Commissioner of Police (Crime and Operations), Delhi, as members.
- (b) A Core Group should be set up for coordination between different states in tackling the day-to-day problem of organised crime in the Region. The Group should have Addl. CP (Crime), Delhi as Convenor and the other participant states should nominate nodal officers, not below the ranks of DIGP/SP, who would be posted in Delhi for this purpose.
- (c) Anti-Gangsterism Cells should be set up in all the districts/administrative units lying within the NCR to coordinate collection of intelligence, take effective action

against various gangs, etc. Headed by the DCP or SP level officers, these cells would work under the supervision, guidance and advice of the proposed Core Group.

ROLE AND INVOLVEMENT OF GRAM PANCHAYATS IN POVERTY ALLEVIATION PROGRAMMES (A CASE STUDY OF ALWAR DISTRICT OF RAJASTHAN)

This Research Project was sanctioned by the IIPA in the month of February 1992 and project report was submitted in the month of October 1995. Prof. S.N. Mishra was coordinator of the Research Project. Total sanctioned amount for this project was Rs. 40,000.

Objectives of the Study

(1) To examine the Rajasthan Panchayati Raj Act with particular reference to role and involvement of Gram Panchayats in poverty alleviation programmes; (2) To examine how far Gram Panchayats have been successful in ensuring effective people's participation in implementation of poverty alleviation programmes; (3) To locate bottlenecks, if any, existing in the way of Gram Panchayats in discharging their duties properly and effectively; (4) To ascertain to what extent local level bureaucracy helps or hinders in making Gram Panchayats as an effective instrument of grassroot democracy; and (5) Finally, based on our pilot survey to recommend ways and means for making Gram Panchayats more effective in implementation of poverty alleviation programmes.

Findings and Recommendations

Empirical findings of the study suggest that even the old Act of Rajasthan provided enough power and role to be played by the Gram Panchayats in poverty alleviation programmes.

Our research findings suggest that either the Gram Panchayats (including Gram Sabha) are not aware of such responsibilities to be discharged by them or they have not been allowed to participate effectively by the local level bureaucracy in collusion with the local influential.

As regards poverty alleviation programmes, our findings suggest that though a number of poverty alleviation programmes were listed in the district/block/village action plan but only a few *i.e.*, IRDP, JRY, DWACRA and Indira Awaas Yojana were in operation.

Our field notes and observations as also our interaction with the Government officials suggest, that there was enough bungling in implementation of JRY.

The findings also suggest that the state/district level people's representatives were least bothered about the success of poverty alleviation programmes.

Our findings also suggest that most of the decisions which could be taken by the Gram Panchayats were actually been taken by the bureaucracy and leadership at block/district/state levels.

As regards the effectiveness of Gram Panchayats, it may be suggested that the elections to the Gram Panchayats should be a regular feature and the meetings of Gram Sabha should be an effective phenomena.

It has often been seen that various development departments lack in proper infrastructure for development planning. In regard to implementation plan, it has generally been observed that the BDOs are always under-staffed and not in a position to take up the developmental activities and to complete it within the stipulated time limit.

In this connection it may also be recommended that all the poverty alleviation programmes should not be taken up by all the Gram Panchayats on an uniform basis. Programmes may vary from Gram Panchayat to Gram Panchayat keeping in view the local needs and priorities.

To illustrate, we would like to point out that TRYSEM is one of the major poverty alleviation programmes which has enough scope for wage employment and individual entrepreneurship.

Finally, it is recommended that the leaders at the block/district level should be in constant touch with members of the Gram Panchayats and be always ready to solve some of the minor problems coming in their way.

5. NEW PANCHAYATI RAJ IN ACTION (EXPERIENCE FROM MADHYA PRADESH)

Prof. S.N. Mishra conducted the present Research Study which was sponsored by the Ministry of Rural Development, Government of India. The sanctioned grant for the project was Rs.1,06,000. The Research Project was sanctioned in the month of July 1994 and report was submitted in the month of December, 1995.

The main objectives of the study are to study, analyse and examine the new Panchayati Raj Act of Madhya Pradesh, the various dimensions and dynamics of Panchayati Raj elections, the provisions for reservations of seats for SCs/STs/OBCs and women, the functioning of new elected bodies and the problem of resource crunch of Panchayati Raj Institutions and finally empirical findings to diagnose the futuristic trend in the functioning of Panchayati Raj Institutions. It was noticed that new enthusiasm towards PRIs was noticed particularly among the younger generation. Most of the elected representatives at all the three levels were in the age-group of 30-40 years. It was also interesting to find that most of the contestants entered into election arena for the first time. The finding reveals that apart from the reserved seats, in certain cases women contested from general seats also. Now the representation of the women in the PRIs have achieved full strength and have developed interest not only in political process but development process too. As per findings the working of New Panchayati Raj in Madhya Pradesh presents an encouraging picture as the meetings of Panchayati Raj bodies at all the three levels are taking place regularly. In regard to New Panchayati Raj Act findings suggest that both the Government officials and people's representatives feel that the new Act will prove quite useful and would be in a position to remove the bottlenecks and defects of earlier Act. In spite of all the efforts made to strengthen the PRIs and empowering the people, there are some lacunae in the Act which may ultimately become the bone of contention among the people's representatives and local level bureaucracy. Findings also suggest that people in general are very happy with the introduction of New Panchayati Raj System. They feel that this is a real step towards really empowering the people.

The recommendations are as follows:

- * An inter-Zila Panchayat should be constituted, with the Chief Minister as its Chairman, to thrash out legislative, financial and administrative matters of Panchayat. District Planning Councils have been constituted. But they should be more vibrant and action oriented. Some clear-cut provision be made in the Act for effective control of Panchayati Raj representatives over the bureaucratic functioning of PRIs. The power of dissolution, suspension, as well as accountability of lower level Panchayats should rest with the higher level Panchayats to achieve the objective of peer group accountability. As such it is suggested that providing basic infrastructure to PRIs should be given top most priority so that the works could be carried out effectively and efficiently.
- * It is recommended that there should be an independent audit and account cell at every level of PRIs to maintain the proper accounts.
- * In training more and more use of audio-visual aid will be highly useful. A provision for mobile training should also be made to reach the representatives who are remotely situated. Nukad natak may also form part of the training programme.
- * To ensure greater coordination between the Zila Panchayats and the DRDAs, the Chairman of the Zila Panchayat could be made the Chairman of the DRDA and an officer not below the rank of the District Magistrate could be appointed as the Chief Executive of the DRDA.
- * To reconstitute the Committee of Ministers for a period of two years under the chairmanship of Minister of Rural Areas and Employment.
- * Now that the Panchayats are in position, states should introduce and seriously pursue multi-level decentralised planning and activate their District Planning Committees.

6. UPGRADEMENT OF SLUMS : A STUDY OF KANPUR CITY

IIPA sanctioned an amount of Rs. 5000 to Dr. M.K. Narain to undertake this case study in the month of February 1993 and the report was submitted in the month of December 1995.

Objective of the Study

The broad objective of the Study was to understand the implementation process of the slum upgradation project of World Bank in Kanpur City.

The project had two components: (a) the slum upgradation, and (b) the site and services. The KDA has two nodal agencies for implementation and give more emphasis on the slum upgradation aspects. The KDA selected 89 slums on the basis of criteria evolved.

The agencies for the implementation of the project were the State Government, Kanpur Development Authority, Kanpur Mahapalika, the Kanpur Jal Sansthan, Kanpur Electricity Supply Administration and other agencies like education, health, transport, employment department also helped in looking after different components of the project.

The World Bank also recommended use of media to attract allottees, involvement of community development staff for mobilization of "Ahata".

The suggestion was also made to check the growth of slums such as, checking migration, providing rapid transport system for daily commuters, police to cooperate with municipal authorities to check growth of slums, information system to be evolved regarding growth of slums involving lower level officials.

The urban community development aspects of the project were most neglected. Efforts needed to be made to ensure better community involvement and participation for the slum dwellers which is the ultimate delivery point for services. The respondents also felt that a good project was badly implemented.

The by-product of urbanization is slum which is a universal phenomena. In all the countries, efforts are now being made to upgrade the slums. It was felt that improvement of environmental conditions of the slum is the only viable solution at the moment.

At the operational level, the problem of implementation for environment improvement of slums can only be tackled if the persons involved in the task are conscious of the problem and help in evolving an effecting system keeping in view the interest of beneficiaries. On the other hand, the beneficiaries themselves have also to be vigilant and conscious of their role in slum improvement programme. This is a two way process and has to be the concern of every body involved in the programme and find solutions for it.

7. AN EVALUATION OF THE CONSTRUCTION AND WORKING OF GIRLS' HOSTELS FOR SCHEDULED CASTES AND THEIR IMPACT ON THE EDUCATIONAL DEVELOPMENT OF INMATES IN THE STATE OF BIHAR

This study was undertaken by IIPA and sponsored by the Ministry of Welfare, Government of India. The sanctioned amount for conducting the Research Study was Rs.100,000. The amount was sanctioned in the month of January 1995 and report was submitted in the month of March 1996. Dr. M.K. Narain conducted the Research Project.

The centrally sponsored girls' hostel scheme was designed to facilitate the educational development of scheduled castes students on 50:50 basis. It has different components which, if, work in perfect manner, will have a good impact; otherwise, the whole idea of benefitting or helping the scheduled castes will go waste. The study was conducted in the State of Bihar.

Objectives

- (1) Girls' hostel scheme and its viability;
- (2) Organization for implementation of the scheme;
- (3) Extent of facilities utilized by the educational Institution and its type;
- (4) Reactions of officials, local leaders, non-hostelers parents, teachers and inmates;
- (5) Finance and its utilization; and
- (6) Suggestions for improvement.

Methodology

The study was conducted in four completed girls' hostels, having a total sample of 159 respondents.

Findings and Recommendations

Better planning is needed for speeding up construction of hostels in the financial year. The State Government should closely monitor the progress and ensure its completion. Steps be taken to provide full payment for construction of hostels within the financial year.

It was found that huge amount was accumulated as arrears. The state government should ensure that steps are taken to clear the arrears so that remaining hostels could be completed. On time payment for completion of hostels will also help in avoiding escalation of cost of construction. It is evident from the study that 28-37.4 per cent seats remained vacant in the hostels and more non-scheduled caste students were admitted. Efforts should be made about the publicity of the scheme in scheduled caste dominated areas and rural areas in order to attract more students.

The dissatisfaction about the prevailing physical facilities. The districts officials should visit the hostels frequently and listen to the complaints of students.

Well-off higher caste students have prejudice against scheduled caste students. Stern action should be taken by the warden, school/authorities and district authorities if such instances of prejudice or regionalism is noticed.

The social reputation about the hostels is not satisfactory as mentioned by the respondents and this needs to be improved .

The study that there was impression about the misutilization of funds, regarding construction and maintenance of the hostels. A close monitoring needs to be done and special audit be conducted for fund utilisation and use of quality building material.

The study shows the need for improvement in academic performance which could be improved by making the education more attractive by providing book loan, library facilities in the hostels, low cost books and stationery.

There is lack of opportunity for skill development in hostel. Effort should be made to identify the skill interest of the student and special coaching be provided to the development of their skills, so that students can find job/business according to their developed skills.

The scheduled caste girls' hostel scheme should not be considered in isolation. It is part of the educational career of the student. Efforts should be made to provide facilities for academic development of students, career development, development in sports, cultural activities, scholarship, coaching and other academic aids, as a package, keeping in view the future employment opportunities open to them.

8. STUDY OF HUMAN NATURE INTERACTION AROUND NATIONAL PARKS AND SANCTUARIES IN INDIA

The study was initiated in 1991 with the objective of studying the human nature interaction around two national parks, viz:

1. Great Himalayan National Park, Himachal Pradesh
2. Rajaji National Park, Uttar Pradesh and around one Sanctuary and Tiger Reserve, the Sariska Tiger Reserve in Rajasthan.

In studying the human nature impacts, data were collected on the impact that human

being have on the protected area (PA), that the setting up and management of the PA has on the human populations living around it, and the potential for minimising conflicts and promoting conservations without impoverishing the local people.

Based on the study, detailed recommendations were developed for each of the three areas within the broad framework of a strategy called eco-development.

The Great Himalayan National Park's recommendations were passed on by the Ministry of Environment and Forests to the World Bank, who used them to fund a major eco-development project for the Park, which has now started.

9. LEGISLATIVE STATUS OF PANCHAYATI RAJ IN INDIA

The Department of Rural Development, Ministry of Rural Areas and Employment, Government of India, sanctioned a grant of Rs. 70,000 for undertaking this Research Project in the month of January 1995 and the report was submitted in the month of December, 1995. This Research Project was undertaken by Prof. S.S. Singh.

Objectives of the Study

1. To prepare an information bank by compiling the salient features of the Panchayati Raj Acts as enacted in various states.
2. To prepare a comprehensive comparative review of the Acts in the light of the Constitution (Seventy-third) Amendment Act, 1992.

Methodology

The main methodology in completing the work is comparative and analytical. Care has been taken to present the entire reference material in a simple and readable language, *i.e.*, to avoid legal complexity. The major information input is from the Indian Institute of Public Administration Library and the Department of Rural Development.

Conclusion

Conferring constitutional status to Panchayats is a milestone in the revival of these institutions. In conformity with the 73rd Constitution Amendment Act, 1992, all the state governments have enacted new Panchayat Legislations or have amended their Panchayat Acts to incorporate the new provisions. The main provisions in every Act are three-tier system, Gram Sabha, Finance Commission, Election Commission and Reservation of seats for SC/ST and women. As a result of this Amendment today we have a uniform structure of Panchayati Raj.

Finance Commission is going to play a major role in making the Panchayats financially viable and strong. The Panchayats had become weak as a result of little financial resources. In the coming years the Panchayats can take up more development activities as a result of sound finance. It has been observed that valuable common property of the Panchayats has been encroached upon by the powerful rural elites; therefore immediate steps should be taken to clear all the encroachments so that these vital resources can be utilised and income generated.

Moreover the Panchayats should not shy away from tax collection. In the past on one pretext or the other, the panchayats were not interested in tax collection but now

unless they enhance their financial capability by a greater degree of financial discipline it may be difficult for these bodies to have additional resources.

Special attention will have to be focused on women representatives. It has to be ensured that they do not remain mere physical entities but play an active role in educating the women about their rights and their role in the society.

Further there is a greater need to monitor the work of the Panchayats. With vast powers and functions at their command the panchayats should not lose their accountability to the people.

The next problem relates to the relationship between Panchayat representatives and the bureaucracy. The Asoka Mehta Committee had dealt with this aspect in great detail and made suitable recommendations, but so far nothing has really changed.

It is the responsibility and duty of the state governments to a large extent to institutionalise these bodies. Unless the state governments give them adequate powers, transfer the prescribed functions and finances nothing much can be achieved.

Panchayat Raj should not be projected as an institution to implement only developmental programmes or schemes, but as a people's movement for rural reconstruction. Therefore, our firm belief is that any amount of legal reforms would not bear fruit unless there is a real will to enforce and implement these reforms. There is no doubt that in the coming years these institutions will face tremendous pressure from all directions but they can withstand these pressures only if the political leadership is committed to decentralisation, the state governments and the bureaucracy is prepared to share power with these institutions and above all when people themselves view these institutions as instruments of change for their better being.

10. EVALUATION OF NATIONAL SERVICE SCHEME PROGRAMME (REGULAR AND SPECIAL CAMPING) AND ORGANISATIONAL STRUCTURE ON ALL-INDIA BASIS

Rs. 4.38 lakh was sanctioned by the Department of Youth Affairs and Sports, Ministry of Human Resource Development, Government of India to undertake this research project. Prof. R.N. Thakur and Dr. (Mrs.) Shanta Kohli Chandra conducted the project.

National Service Scheme was formally launched on September 24, 1969, in 37 universities covering all states to mark the centenary celebration of Mahatma Gandhi.

The NSS programme is organised by the students themselves, and both students and teachers through their combined participation in social service, get a sense of involvement in the tasks of national development.

The students are expected to obtain work-experience which may help them to find avenues of self-employment.

The initial financial expenditure on the scheme which was to be shared by the Central and state governments in the ratio of 2:1 per student per annum has been increased to the ratio of 7:5 per student per year to be shared by the Central and state governments.

The overall objective of the National Service Scheme is "development of the personality of students through community service".

The National Service Scheme which was started in 37 universities, has now covered 158 universities and +2 level. The rate of increase on an average is 13 per cent per

year. The total number of volunteers has increased from 40000 in 1969 to 1.26 million in 1996, i.e., at an average rate of 106 per cent per year.

During last 25 years, the number of universities implementing NSS increased by over four times, and the volunteers increased by over twenty-six times. The scheme has become permanent although voluntary.

In the process of expansion during the period of two and a half decades, a huge amount of money, time, talent and energy have been invested.

The three main elements contained in the NSS programme process are the students, the teachers and the programme content. Two types of programmes have been undertaken, viz.; (i) regular NSS programmes, under which students undertake various activities in the college/school campuses, urban slums and adopted villages during week-ends or after working hours; and (ii) special camping programmes under which camps of 10 days' duration are organised in urban slums or adopted villages during vacations with some specific project in hand and with involvement of local community.

A large organisational structure has been created at various levels from top to bottom, namely:

- The Programme Adviser's Cell within the Department of Youth Affairs and Sports;
- Regional Centre;
- Training Orientation and Research Centre/Training and Orientation Centre;
- State Liaison Cell;
- University NSS Cell; and
- College/School Unit.

This study evaluates the organisational structure and programme (regular activities and special camps) to critically look at the scheme, and assess the achievements, failures, stagnations, and possibilities of the scheme during considerably long period of twenty-five years.

The following questions have been addressed:

- Whether NSS has been upto the basic tenets around which it was conceived?
- How far has the organisational set up established for the implementation of NSS been able to meet its requirements? Has the organisational structure been appropriate to the goals and ideals of NSS? How has this organisational set-up been able to respond to the demands of the changing situation?
- Are the programmes and activities in tune with the objectives and ideals of the NSS?
- Whether NSS has been able to take the shape of a social movement?
- What has been the level of involvement by various functionaries associated with NSS?
- The scheme was conceived two-and-a-half decade ago. Now there is a time gap. Therefore, what type of changes are required and how the scheme could be reoriented?

Methodology

Apart from field visits and discussions, the earlier evaluation reports prepared by various agencies have been consulted.

The approach adopted is multi-dimensional, from the Department of Youth Affairs and Sports at the top, to the college/school unit at the bottom—a multi-dimensional evaluation helps to diagnose the hurdles, deviations and dilutions faced by the ideas and policy decisions emanating from the apex body.

Major Findings

The major findings of the study centre around four main points - ideas, structure, issues related to grants and function performed by various levels of the organisational structure of NSS.

NSS has great potential and tremendous possibilities in terms of channelising the untapped youth energy through well organised youth activities. The situation is not equally comparable in all the states.

Of the three important forms of academic activities in our present-day educational set-up, *viz.*, teaching, research and extension, the last one has suffered neglect. NSS as a course of academic and field activity is likely to fill the hitherto existing gap in our university system.

To provide scope for the development of the personality of the youth through community service which is the main motto of NSS, is based upon the notion of voluntarism. What is needed is to infuse the idea of service into the personality of every individual youth through the activities of NSS.

A working formula—one unit—one programme activity one time, if developed with care and consideration, is likely to lead to the complete success of the NSS in that particular area.

Hardly any organization has command over such vast mass of youth force of creativity with over 1.26 million student youth and a long list of programme activities, covering social, cultural and environmental aspects.

NSS needs proper support in terms of adequate finances, timely released, for its various programme activities at the unit level.

NSS suffers from incongruity between voluntarism and bureaucratism.

In order to develop NSS as a model of service, some units need to be identified as model units worthy of emulation for which incentive/award scheme in recognition of work done by them may be thought of.

Some programmes, like, village adoption, plantation, literacy, national integration, youth exchange and interaction are some of the unique features of NSS activities which if properly geared may bring complete success in terms of personality development through community service.

Questions like adequate grants, timely release of grants, proper coordination between the apex organisation, the regional centre, the state, the university NSS cell, the programme unit; TOC/TORC; Liaison Cell, for effective functioning of the scheme, are defying solutions.

The NSS as a youth programme comes under the Department of Youth Affairs and Sports. The scheme is being implemented through the institutions coming under the

UGC which is an autonomous body. The way the scheme is administered without completely involving the UGC reflects some serious inadequacies in the organisational set-up. Though the grant and other guidelines emanate from the Department of Youth Affairs and Sports, the functionaries at the implementation level, *i.e.* coordinators, programme officers and volunteers are directly governed by the guidelines enunciated by the UGC and the state government. So, the implementation of NSS programme involves adequate inter-departmental coordination which is evidently missing.

There is lack of uniformity as it is reflected at the level of the administrative set-up, release of grants to the universities and colleges.

Though the centre finances the establishment and maintenance of state liaison cell, all the states have not yet constituted a separate NSS cell.

The establishment and maintenance of University NSS cell has been completely left to the discretion of the university authorities. Except some universities, in majority of the cases, the University NSS cell has not been adequately staffed and furnished due to lack of finances and cooperation from the concerned authorities.

There is no uniform incentive scheme, neither for volunteers nor for other functionaries, like, programme officers and programme coordinators.

The policy of ad-hocism regarding staff, the grant etc. to TOC/TORC, delay in payment of salary to the staff, complete inadequacy of audio-visual aids and equipments, disproportionate workload and jurisdiction, adversely affect the effectiveness and quality of training programme.

Regional centre which serves as the nodal point and link between the Department of Youth Affairs and Sports and various other agencies should be under the charge of a DPA. Lot of paperwork at the regional centre takes much time.

Some regional centres, like Chandigarh and Guwahati have unmanageable geographical areas under their jurisdiction; island territories falling under Madras and Trivandrum regional centres remain, in effect, almost unserved. Looking at the vital role of the regional centre in the implementation of the programme, all aspects including office space, furnishing, staffing, delegation of power and authority, rationalization of jurisdiction need to be properly reviewed. State liaison cell wherever it exists does not serve much useful purpose for NSS: some of the states do not have such cell. It is good for the programme if the performance of the State liaison cell is reviewed for the sake of desirability of their continuance; and regional centre is more strengthened.

State Level Advisory Committee and University Level Advisory Committee have to be made effectively functional.

University Level NSS cell is required to be further strengthened in order to make it effectively functional.

University coordinators should continue to work on full time basis, but for not more than two terms. Proper funding and facilities may be provided to them.

At the unit level, where the programme activities are implemented, proper physical facilities and staffing may be provided so that regular programme activities and special camps etc. are made effective and successful. Honorarium to the programme officer may be suitably increased; expenditure over programme activity per student per year may be reviewed and revised every five years; guidance and services of National Student Volunteer may be made available at the unit level; teaching workload of programme

officer may be rationalised.

NSS may be included in the academic curriculum for which time and talents of the programme officer may be used. Programme officer may be such as may have genuine interest in the NSS programme activities, and may be exposed to training and orientation courses in all related fields.

Funding of the NSS programme activities may take note of the adequacy and timely release of grants, ratio between Centre and state; suitability of existing mode of pro-rata grant, channel of funding, etc. The existing level of grant per volunteer per year may be increased to Rs. 250 taking the market situation and inflationary trends into account.

Grants may be released in three instalments - in the beginning, the middle and towards the end of the calendar year, to help the programme keep going smoothly and effectively.

Proper supervision and monitoring, and reporting about the programme activities may be done to assess their impact and effectiveness.

The NSS unit may be allowed to have its own choice about the programme activities within the broad framework of the programme; local people and organisations may also be consulted to help them facilitate the work.

Regular activities of 120 hours in a year may be reduced to 90 hours, the remaining 30 hours may be given to academic course work on NSS.

Special camps may be organised twice a year for a period of 15 days each.

Recommendations

Under the dispensation of New Education Policy, NSS which has been inducted as the third dimension of education, *i.e.*, extension, requires to be restrengthened and reinvigorated. Quantitative expansion of the scheme to the technical and non-technical institutions, and plus two-level must also go with qualitative improvement in the programme. UGC may have to be actively involved to activate NSS at the university level.

Regional centre may be made the focal point, and adequately strengthened; an officer not below DPA may be placed there to take charge of the responsibilities.

A classroom-lab-community experiment approach may be developed.

TOC/TORC may be increased in number and may be made permanent and brought under the aegis of Rajiv Gandhi National Institute of Youth Development.

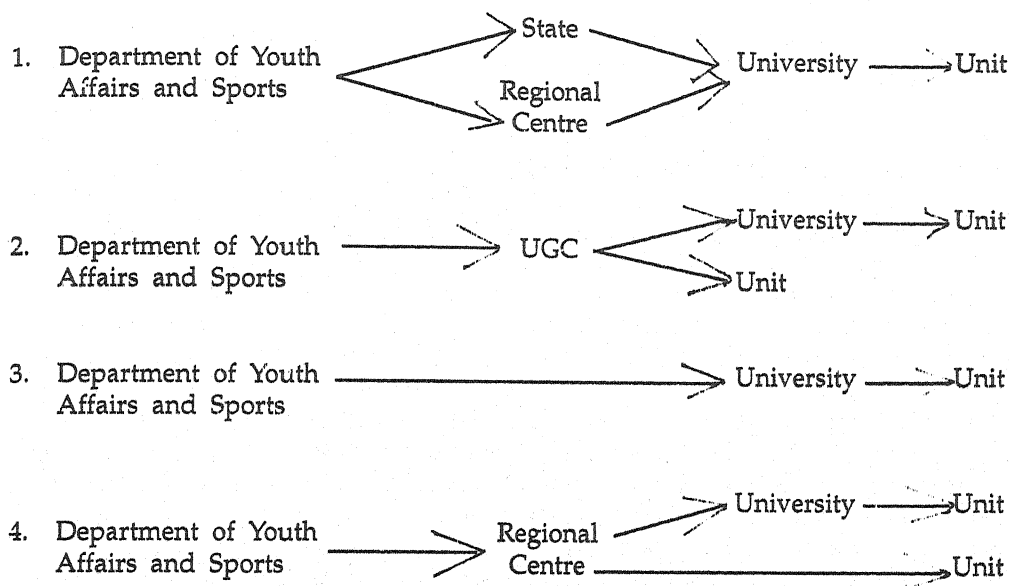
In every region, some kind of a model unit may be located or developed so that other units may emulate that model.

Supervision, monitoring and evaluation of NSS Programme may be regularly made on regional and local levels.

Adequate grants may be made available to the NSS; for regular programme and special camps, grants per student may be suitably increased. Making NSS a centrally sponsored programme to avoid inadequacy and delay in funding may be a meaningful proposition.

The existing kind of grant channel, *i.e.*, Centre-state-university-unit, hampers the free

and timely flow of grants; hence alternative channels may be explored, like:



A plethora of special programme activities may be prioritised or even curtailed; the formula of one unit—one village/locality—one programme activity—over a period of time, may be adopted to make NSS more effective and functional.

NSS may be included as part of the curriculum at the college and +2 level. A uniform incentive scheme may be created to make NSS attractive. State, university and unit level Advisory Committees may be revitalised. NSS may be introduced uniformly at the +2 council level, and more student volunteers from girls, and SC/ST/OBC/minority groups may be encouraged to join.

The objectives and ideals of NSS may be widely propagated among the student community through class rooms, workshop, orientation lecture etc. and selection of NSS volunteers may be made keeping their interest and aptitude in view. Increasing involvement of the print and visual media is needed.

On the line of the NCC, a separate Directorate appears to be advisable for the effectiveness of NSS; and the Directorate to take care of both the organisational structure and functionary as also the organisational goal, the function, *i.e.*, the programme. NSS requires focussed attention in order to make it a real success.

Finally, National Service Scheme (NSS) may be termed as National Youth Service Scheme (NYSS).

11. DECENTRALISATION—PUBLIC EXPENDITURE PLANNING AND CONTROL

The above study was taken up by Prof. K.S.R.N. Sarma as part of the UNDP Project "Strengthening and Upgrading IIPA". Owing to the paucity of time and funds, the study could be based only on secondary data and informal interviews with various functionaries in Government of India. But the object of the study is very limited to highlight the

key areas of policy shift and indicate the relevant issues for indepth studies. Some of the findings of the study areas under recapitulated.

The exigencies of the fiscal stabilisation programme as well as the need to keep the budget slippages to minimum warrant an urgent examination of existing arrangements at the level of implementing agencies for ensuring efficient expenditure planning and implementation. The examinations carried out here have particularly focused on the facility with which the administrative ministries could respond to the strategic planning concerns of the Ministry of Finance and improve upon their internal decision-making practices. Though considerable progress has been made in above regard in recent years under the policy of decentralisation and delegation of financial powers, there still seems to be many gaps that need reform initiative. The adjustments in decision structures to suit to the strategies of projects/programmes on hand are slow to be brought about. Under the circumstances, the best course to improve the efficiency in implementation of government's schemes seems to lie in attempting to ensure at the design stage itself, a better congruence between the strategies of the schemes in question and the expenditure controls that could be adopted during their implementation. In line with the recent reforms in public expenditure controls in the industrially advanced countries, the endeavours may be directed towards institution of output oriented expenditure controls wherever feasible, rather than the input-oriented ones, as is the case now. This is because the former are generally found to be relatively less costly and more efficient. The Principal Agent theory provides a conceptual framework for calculation of relevant costs and for carrying out the appraisals to help the choice of appropriate expenditure control mechanism. It is to be admitted that there could be number of practical difficulties in the calculation of cost of expenditure controls, but that should not deter the controlling agencies in making attempts at their estimation. More than all, there appears to be urgent need to promote an awareness both among the controlling agencies and implementing agencies, about the fact that controls cost money and there could always be other and less costly alternatives to ensure efficiency in production/service delivery than the detailed information seeking and input oriented expenditure controls. The study concludes with a positive note based on the examinations conducted on a sample of four Centrally sponsored schemes, which showed output oriented expenditure controls are feasible and could be instituted with advantage.

12. BONDED LABOUR IN INDIA

Prof. R.K. Tiwari was assigned the above study by the Institute. The total sanctioned amount for this Research Study was Rs. 45,000.

The purpose of this study is to analyse the problem of bonded labour in its entirety. To this end, it provides a historical backdrop of this problem. It also gives a framework of the bonded labour system. It also traces the efforts made by various state governments as well as the Central Government to contain this problem before the enactment of the Bonded Labour (Abolition) System Act, 1976. It also analyses the reasons for the promulgation of the Act, as well as the process of formulation of the Act, primarily in terms of the role of Union Labour Ministry, inter-Ministerial consultation, consultation with state governments and the role of Parliament, etc. It also provides detailed analysis

of the implementation of the Act by the various state governments and the problems thereto. Similarly, it analyses the rehabilitation measures taken by the Central Government and state governments under the Centrally Sponsored Scheme for the rehabilitation of the released bonded labourers. It also analyses the role of the activists and the judiciary in the release and rehabilitation of bonded labour.

B. CONSULTANCY ASSIGNMENTS

1. RESTRUCTURING OF KHADI AND VILLAGE INDUSTRIES COMMISSION

In the light of the increasing role of the KVIC and the new role being assigned to Commission, the Indian Institute of Public Administration was given a consultancy assignment to restructure the KVIC with the following two terms of reference: (i) To review the existing organisational set up at the central, zonal, state, regional and sub-offices and to suggest alternative organisational system for effective functioning of the KVIC; and (ii) to study and examine problem related to personnel management and to suggest structural as well as procedural changes relating to human resource management.

The work was undertaken by a team consisting of Prof. O.P. Minocha and Dr. Vinod K. Sharma of the Indian Institute of Public Administration.

The recommendations relating to organisational restructuring and those relating to Human Resource Management had been appreciated by the KVIC. The Institute has been informed that the Commission is in the process of implementation of most of the suggestions.

2. RESTRUCTURING OF CENTRAL GOVERNMENT MEDICAL SERVICES

The Consultancy on Restructuring of Central Government Medical Services was sponsored by the Fifth Pay Commission on March 29, 1995 for a period of 6 months to be completed by the end of September 1995. The total budget was 3.95 lakh. The Consultancy was completed in September 1995 itself and the first draft of the report was sent to the Commission for discussion. After having discussion on the report, the final draft was submitted to the Commission thereafter. This consultancy was undertaken by Dr. R.K. Wishwakarma.

Scope and Objectives

The scope and objectives of the consultancy were: (i) The role of health services in Central Government in the wake of changing socio-economic environment; (ii) to identify the deficiencies and inadequacies, if any, in the functional responsibilities of medical personnel in government, analyse the reasons therefor and suggest measures to improve their utility and contribution of decision-making; (iii) to evolve an ideal structure of medical services within the liberalisation policy of the Central Government; (iv) to suggest improvements in the service conditions and prospects of medical services necessary to ensure retention of medical professionals, possessing sophisticated education

and skills in their specialised fields so that they do not migrate to non-medical profession; (v) to evaluate reports of various committees/commissions in this context set up by the Central Government agencies or ministries to examine the extent of implementation of their recommendations, suggesting which of the outstanding ones can be implemented with advantages in the prevailing circumstances.

During the course of discussion on the draft report, an additional objective was also assigned to look into the problems of para-medical staff in the delivery of health services. The recommendations have been chapterised as follows: (1) Recommendations of various commissions and committees in the changed socio-economic environment; (2) Structure of central government health services; (3) Indian system of medicine and Homeopathy in the medical care; (4) Health delivery and para-medical staff; (5) Liberalised health care and CGHS; (6) Towards an ideal structure for health care delivery system; and (7) Summary of Recommendations.

Since the recommendations are confidential, they cannot be spelled out here.

3. TRADE RELATED ENTREPRENEURSHIP ASSISTANCE AND DEVELOPMENT FOR WOMEN

Dr. (Mrs.) Aasha Kapur Mehta conducted the present consultancy assignment which was sponsored by UNDP, Delhi. The sanctioned grant for the consultancy was Rs. one lakh. The Consultancy Assignment was sanctioned in the month of July 1995 and report was submitted in the month of September, 1995.

Objectives of the Study

1. With liberalization, employment generation in the public sector has been marginal. To ensure that women, especially poor women, do not become worse off, the mission was to identify emerging opportunities in sectors that could benefit from the liberalization process.
2. Economic empowerment of women in rural and urban areas through development of entrepreneurial skills, elimination of constraints, strengthened trade support networks and enhancement of opportunities for remunerative work.

Methodology

1. Identification of a holistic package of interventions necessary for building entrepreneurial skills among women, to enhance income and employment levels.
2. Identification of six products for the initial launching of the programme based on the criteria that women predominate in these products, the products should be people centered, generate employment, reduce poverty and be environmentally sustainable.
3. Discussions with entrepreneurs, trainers, bankers, bureaucrats, academics, NGOs and grassroots activists.

Major Findings and Recommendations

Since the large mass of Indian women live in rural areas and are not literate, the product groups identified were processed foods, collection and processing of minor forest produce, leather goods, ready-made garments, coir and handmade paper. Fifty per cent

of the target group will be poor women in rural areas, 25 per cent poor women in urban slums and 25 per cent coverage will be of educated new entrants and established entrepreneurs.

In recognition of the fact that mere training cannot enhance the role of women in manufacturing and trading, this programme tries to identify a holistic package of trade support services. This includes the setting up of community based production facility centres, technology assistance, access to timely credit, linkages with private sector marketing organizations, design assistance, market intelligence and participation of women's representatives in policy implementing organizations. The programme seeks to empower women by enabling them to cross the barrier from exploitative piece rate work to self employment and to running small enterprises that generate higher returns for them and employment for others.

4. EMERGENCY HEALTH CARE LOAD IN SELECTED HOSPITALS OF DELHI

The Consultancy was sponsored by the Ministry of Health and Family Welfare, Government of India and the World Health Organisation on November 15, 1995 and completed in March 1996. The Consultancy was funded by WHO with a total budget of Rs. 4.23 lakh. The Consultancy was undertaken by Dr. R.K. Wishwakarma.

The consultancy envisaged the following objectives:

1. To study the availability, accessibility and adequacy of emergency services to deal with trauma and non-trauma cases separately in various zones of the city, in both government and private hospitals, pertaining to:
 - (a) Ambulatory facilities,
 - (b) Diagnostic facilities,
 - (c) Manpower and infrastructural facilities, and
 - (d) Information system,
2. To study the system of dealing with cases with no availability of specialised treatment,
3. To study how to develop linkages among various hospitals to provide emergency services, and
4. To study the ways and means for integrating private hospitals in the system of emergency care network in Delhi.

Summary of the Recommendations

1. The Study indicates that on an average, out of eight patients visiting the hospital in the OPD or emergency, one was an emergency patient and out of four patients who visited the emergency—one was serious enough to be admitted. Though these ratios may vary from hospital to hospital, yet it emerged that the emergency load on each hospital exceeded its capacity. But there has been no corresponding increase in the staff including doctors.
2. Great hiatus exists between the sanctioned and in position staff including doctors.

3. The factors responsible for increasing the emergency workload in general and adversely affecting the functioning of emergency departments in the hospitals are: (i) rapid growth of urbanization; (ii) overburdened OPD and sad state of routine health care; (iii) the state of health care delivery system at the level of dispensaries and PHCs; (iv) locational imbalances and reputation of the hospital; (v) increasing cost of health services; (vi) growing bias towards tertiary care leading to unnecessary workload; (vii) lack of involvement of private sector; (viii) incremental approach in planning and management of health services; and (x) reluctance on the part of private practitioners and private hospitals to attend to emergency patients.
4. About 50 per cent of the hospital resources are being utilized by the emergency patients in Delhi. This is not only indicative of the fact that emergency patient occupies more significance at any hospital but also underlines the importance of the emergency services in the functioning and planning of health care delivery system. But this aspect of health care did not get any place in the National Health Policy which ought to have been its coordinate component.
5. Reorientation in the thinking of health policy planners is needed and emergency services should find a place in the national health policy.
6. The emergency health care load has been steadily increasing over the years. In spite of the tremendous pressure of workload, the management of this service appears to be indifferent and apathetic.
7. Emergency health care services are the victims of not only ad-hoc planning and decision-making but also to unplanned investment, lopsided expenditure and maintenance, insensitivity to the problems of personnel, inadequate level of communication and coordination, near dysfunctional ambulance services and such other problems. This strongly suggests that there is hardly anything right with most of the hospitals and especially with the emergency health care provisions.
8. There is no comprehensive perspective health plan including emergency for the entire city of Delhi. Whatever efforts were made, they were at the levels of large hospitals and without taking stock of the other intermediate and peripheral hospitals, dispensaries, specialised clinics, etc., of the entire city. The large hospitals bear almost the entire load of emergency patients due to lack of planning.
9. The record keeping and data base, at present, is very poor. A proper health information base (computerised) should be developed at each level to facilitate perspective policy planning.
10. Experience calls for the privatisation of Class IV staff in the field of security, sanitation, kitchen, laundry, etc.
11. Most of the hospitals have not allocated adequate equipments and infrastructure to the casualty department. Often the basic necessities like separate resuscitation room, a minor operation theatre, dressing room, adequate number of structures and wheel chairs, etc., are lacking.
12. In the absence of a proper communication network among various agencies, i.e., Police, Fire and Ambulance services and hospitals, precious time is lost in initiating the treatment.

13. No proper referral system is in vogue among government hospitals and between government and private hospitals. It functions in an extremely *ad hoc* manner.
14. A separate autonomous board, with adequate powers should be set-up to look after the emergency services in Delhi. It should have representatives from Central Government, Delhi Government, Local bodies, Private hospitals, medical professionals and public.
15. Emergency services in the hospitals to be given the status of full-fledged department. The department of emergency should be given the name of *Accident & Emergency Services* (A & E Services). The department should be headed by either a Specialist (teaching) or a GDMO with post-graduate qualification of the rank of Addl. Medical Superintendent. He/she should also be given specialised training in managing the functions of the A & E Department.
16. Emergency services in Delhi be reorganised at three levels, viz. primary level (selected dispensaries/small hospitals, PHCs, etc.), middle level (medium and large hospitals) and apex level (centralised body of A & E Services).
17. The A & E Services Units at the local level be adequately staffed and equipped and affiliated with big hospitals. All the big hospitals should have specialised Neurosurgery and Trauma Units.
18. Yardsticks with regard to staffing pattern and equipments at each unit to be clearly laid down.
19. Lopsided distribution of health facilities including emergency services to be corrected.
20. Private sector be treated as partner and not an outsider while planning emergency services. It should be mandatory for the Private Nursing Homes and Hospitals to provide immediate emergency medical care. All those cases which need hospitalisation for more than 24 hours and specialised treatment be referred to government hospitals, after checking with them and also after stabilisation of patient's condition. A proper system of checks to be worked out in this respect.
21. Layout and design of the A & E Services to be standardised not only for Delhi but also for the country as a whole.
22. The existing thinking and "practice" in regard to postings in the casually as punishment need to be corrected. To attract and retain qualified and competent talent in the A & E Services, a proper system of incentives at the rate of 15 per cent of the basic pay per month be given to all the persons working in the emergency services; and proper 'offs' and 'rest' period should also be given.
23. As far as personnel are concerned, the major problem is of human management. The attitude of medical personnel requires re-orientation. It calls for a proper system of recruitment and training both at the time of induction to the service and (periodic) in-service training.
24. Ambulances need to be upgraded. The upgraded ambulances in radio communication with their control room be stationed at strategic points under the charge of the Central body.
25. Police and Fire personnel require to be educated and trained to provide elementary emergency services and in dealing with public.
26. Public requires to be educated and counselled. In addition to regular government

channels, the services of NGOs working in the health sector should be utilized in educating people.

27. A proper referral system be developed.
28. All zonal and government hospitals must have a proper system of communication connected with a computer.
29. Responsibility for maintenance of equipment must be fixed and accountability ensured.
30. Keeping in view the unnecessary load of non-emergency patients, it is desirable either to extend the OPD hours or have the OPD function in two shifts.

5. DEVELOPMENT AND IMPLEMENTATION OF COMPUTERS SOFTWARE IN SELECTION OF TEACHERS AND PRINCIPALS OF KENDRIYA VIDYALAYA SANGATHAN

Prof. J.C. Kapur conducted the present consultancy assignment which was sponsored by Kendriya Vidyalaya Sangathan and was completed in March 1996.

The purpose of this assignment was to help the KVS in reducing the time taken for recruitment of teachers for which over three lakh applications were received. The design of the proformas was made in such a way that the information provided by the applicants could be easily presented and coded for computerised processing. The software developed for the purpose provided for detection of errors at the data preparation stage itself. Additional controls and validation checks were included during the processing stage. The system was test-validated and accepted by the KVS before its implementation.

Annexure 1(B)

RESEARCH PROJECTS AND CONSULTANCY ASSIGNMENTS IN PROGRESS

RESEARCH PROJECTS

Sl. No.	Project	Faculty Incharge	Year of Initiation	Due date of Completion	Funding Agency	Grant (Rs.)
<i>Internally Funded Research Projects</i>						
1.	Role and Involvement of Panchayati Raj Institutions in Decentralized Planning (A Case Study of West Bengal)	S.N. Mishra	Mar. '96	Oct. '98	IIPA	1,00,000
2.	Administrative Welfare Service—A Comparative Study of Government and Non-Government	M.K. Narain	Dec. '94	Jul. '96	IIPA	40,000
3.	Relief and Rehabilitation in Maharashtra Earthquake	M.K. Narain	1994	9 months	IIPA	40,000
4.	Dimensions of Public Administration in Mizoram	A.K. Sharma	May '92	4 years	IIPA	3,326
5.	Organisation of the Government of India	Sujata Singh	Apr. '95	Dec. '96	IIPA	—
6.	Elites: Paradigm and Change in Transnational Perspective	R.N. Thakur	On going		IIPA	Initial Funding by IIPA
<i>Externally Funded Research Projects</i>						
1.	The Collaborative Role of NGO and Panchayat: West Bengal Experiment: A Case Study	J. Guha Roy	Mar. '96	Nov. '96	M/o Rural Areas & Employment, GOI	15,000
2.	Development and Ecological Role of Neem	K.N. Kabra	Jan. '95	Aug. '96	Neem Foundation, Bombay	25,000
3.	Participatory Management of Protected Areas	Ashish Kothari	Feb. '95	Apr. '96	Ford Foundation	7,20,000
4.	Participatory Management of Protected Areas	Ashish Kothari	Jan. '96	Jan. '97	Society for Promotion of Wastelands	1,50,000

Sl. No.	Project	Faculty Incharge	Year of Initiation	Due date of Completion	Funding Agency	Grant (Rs.)
5.	Recasting Indices for Developing Countries: Gender Empowerment Measure	Aasha Kapur Mehta	Feb. '96	Jun. '96	Karnataka Women's Information and Resource Centre	10,000
6.	A Study of Recruitment Policy and Programme followed by State Police Organisations	O.P. Minocha J. Guha Roy	Mar. '96	Mar. '97	BPR&D	98,000
7.	Effectiveness of Decentralized Planning After 73rd and 74th Amendments (A Study of Gujarat)	S.N. Mishra	Mar. '96	Oct. '98	M/o Rural Development, GOI	1,06,000
8.	Training Needs Assessment of Municipal and Urban Development Authorities	Girish K. Misra	Oct. '95	Jul. '96	M/o Urban Affairs and Employment, GOI	80,000
9.	Survey of National Parks and Sanctuaries in India	Shekhar Singh Ashish Kothari	On going		Wildlife Institute of India (three volumes already published)	8,34,377
10.	Preparation of Environment Action Programme in India—Phase-II	Shekhar Singh	Jun. '94	Jul. '95	UNDP/M/o Environment and Forests, GOI	10,93,500
11.	Poverty Alleviation Programme and their Implementational Bottlenecks	R.K. Tiwari	Jan. '95	Dec. '96	M/o Rural Development, GOI	1,06,000
12.	Case Study on Involvement of Panchayati Raj Institutions in Development of Small Scale Watersheds	J.N. Upadhyay	Mar. '96	Aug. '96	M/o Rural Development, GOI	15,000
13.	Evaluation Study of Administrative Structure in Tribal Areas and Project Implementation Committee	Lipi Mukhopadhyay	Dec. '95	Dec. '96	M/o Welfare, Deptt. of Tribal Development	1,50,000

CONSULTANCY ASSIGNMENTS

Sl. No.	Consultancy Assignments	Faculty Incharge	Year of Initiation	Due date of Completion	Funding Agency	Grant (Rs.)
1.	Proposal for Development of Management Information and Monitoring System for Andaman and Nicobar Administration	J.C. Kapur	Oct., 94	In progress	Andaman & Nicobar Administration	6,00,000
2.	Development and Implementation of Software for Appraisal of Loan Proposals, Monitoring of Loans Provident Fund, etc., for Delhi Financial Corporation.	J.C. Kapur	Aug., 91	In progress	Delhi Financial Corporation	4,00,000
3.	Development and Implementation of Software for One-line Transaction Processing for Import and Export of Cargo Inventory Monitoring, Billing and Realisation of Dues, etc., for CFS Patparganj.	J.C. Kapur	Oct., 91	Mar. '97 (was kept in abeyance for installation of Hardware at CFS)	CFS	12,00,000
4.	Development and Implementation of Computer Software for Property Management and Other Functions through an One-line Interactive System Using Fourth Generation Language (4GL) NOIDA	J.C. Kapur	Feb., 92	In progress	NOIDA	6,90,000
5.	Development and Implementation of Computer Software for Transfer of Teachers of KVS on All-India Basis	J.C. Kapur	Mar., 96	In progress	KVS	—
6.	Consultancy Project on Eco-Development	Shekhar Singh	Jan., 93	In progress	UNDP/M/o Environment & Forests, GOI	11,23,200

Annexure II

ACADEMIC CONTRIBUTIONS (OTHER THAN TRAINING AND RESEARCH) OF IIPA FACULTY AND LIBRARY PROFESSIONAL STAFF

Faculty

BANERJI, PRANAB

Papers/Articles: "Macro-Economic Effects of Direct Foreign Investment", *International Journal of Development Planning Literature*, Vol. 7, Nos. 3&4, 1992 (Published in 1996).

BARIK, R.K.

Papers/Articles: "Crisis in Indian State: A Search for Legitimacy", *Mainstream*, November, 1995.

Seminars/Conferences: Seminar on "People and Society in India", organised by Indian Social Science Congress, Allahabad, March 11-14, 1996. Paper presented "Rise of Backward Classes and Dalits in Indian Politics".

Association with Committees: Member, National AIDS Executive Committee, Ministry of Health and Family Welfare.

CHANDRA, SHANTA KOHLI

Papers/Articles: "Women's Development—Problems and Prospects", *HRD in New Horizons*, in B.C. Mathur (ed.), New Delhi, Uppal Publications House, 1996.

Book Reviews: "Fair Sex in Unfair Society", Asha Mathew (ed.), *Indian Journal of Public Administration*, Vol. XLI, No. 4, October-December, 1995.

DHAMEJA, NAND

Chapters in Books: "Case Studies in Administrative Environment and Decision Making", IIPA, New Delhi, 1995.

Papers/Articles: "Liberalisation and Infrastructure Financing: Private Sector Involvement", *Indian Journal of Public Administration*, Vol. XLI, No. 4, October-December, 1995.

"PSU Disinvestment: Concepts and Practices in India", *Productivity*, Vol. 36, No. 4, January-March 1996.

"Power Sector and Private Financing in India", *Productivity*, Vol. 36, No. 2, July-September, 1995.

Book Reviews: "Privatisation in the Third World", (R. Mandal), *Productivity*, Vol. 36, No. 2, July-September 1995.

"International Financial Management" (P.G. Apte), *Indian Journal of Public Administration*, Vol. XLI, No. 4, October-December 1995.

Seminars/Conferences: International Conference on "Contemporary Issues in Accounts and Finance", Organised by Research Development Association, Jaipur, September 16-18, 1995. Paper presented "Liberalisation and Infrastructure Financing: BOOT and Private Sector Involvement".

Association with Committees: Member-Secretary, Committee on Case Studies.

GUHA ROY, JAYTILAK

Chapters in Books: "Terrorism, Public Order and Human Rights", M.P. Singh and H. Roy (eds.), *Indian Political System: Structure, Policies, Development*, Delhi, Jnanada Prakashan (P&D), 1995.

"Police and Crimes Against Women: Emerging Issues and Challenges", S.K. Chaturvedi (ed.), *Role of Police in Criminal Justice System*, Delhi, B.R. Publishing Corpn., 1996.

Papers/Articles: "Jail Not Bail or Bail Not Jail?—Issues in Judicial Ethics", *Indian Journal of Public Administration*, (Special Issue on "Ethics in Public Life"—Vol. XLI, No. 3, July-September, 1995.

"Terrorism and Human Rights in India", *Indian Journal of Criminology and Criminalistics*, Vol. XVI, Nos. 3&4, July-December, 1995.

"Role of Panchayats in Land Reforms: The West Bengal Experiment", *Kurukshetra*, Vol. XLIV, No. 1, October, 1995.

Seminars/Conferences : "Fortieth Internal Security Seminar", organised by Internal Security Academy, CRPF, Mount Abu (Rajasthan), May 3, 1995. Paper presented "National Security and Its Various Challenges".

"XVIth UP Sociology Conference", organised by Meerut University, October 6-8, 1995. Paper presented "The New Economic Policy, Dalits and Our Commitments".

Vth International Seminar on "Security and Safety Management", organised by Indian Institute of Security and Safety Management, Calcutta, December 12-15, 1995. Paper presented "Privatising Criminal Justice Services: A Perspective".

National Seminar on "Human Rights, Environment and State", organised jointly by Institute of Human Rights and National Environmental Engineering Research Institute, Nagpur, January 27-28, 1996. Paper presented "Human Rights, Environment and Role of State".

Seminar on "Democratisation and Development", organised jointly by Delhi Sociological Association and IIPA, New Delhi, February 24, 1996. Paper presented

"Democratisation, Development and Role of Women: The West Bengal Experiment".

National Workshop on "Case Preparation and Use", organised by IIPA and sponsored by DOP&T, Government of India, New Delhi, March 11-13, 1996. Paper presented "Kultikri: An All-Women Panchayat".

Seminar on "Decentralisation and Development following 73rd Amendment", organised jointly by the Centre for Development Studies and Action and Freidrich Ebert Stiftung, New Delhi, March 22-23, 1996. Paper presented "Decentralisation, Development and Women: A Case".

Regional Conference on "Administrative Culture", organised by Research Group 36 of International Political Science Association in collaboration with IIPA, New Delhi, March 23, 1996. Paper presented "Economic Liberalisation and Administrative Culture: Indian Perspective".

Seminar on "Role of Women in Environment Conservation and Ecological Development", organised by Liberal Association for Movement of People (LAMP), Bankura, West Bengal, March 26-28, 1996. Paper presented "Role of Women Representatives of Panchayats and NGOs in Environment Conservation and Ecological Development".

Association with Committees: (1) Member, Planning and Advisory Committee; (2) Coordinator, Centre for Social Administrative and Administration of Justice; (3) Member, Executive Committee, Indian Social Science Association; and (4) Member, International Organising Committee, Indian Institute of Security and Safety Management.

GUPTA, RAKESH

Papers/Articles: "Organisational Effectiveness of UBSP in Slums of Delhi", *Nagarlok*, Vol. XXVII, No. 4, October-December 1995.

Seminars/Conferences: Annual Convention of the Operational Research Society of India, organised by Delhi Chapter of ORSF, New Delhi.

Association with Committees: Member Secretary and Assistant Editor—*Nagarlok*.

KABRA, KAMAL NAYAN

Papers/Articles: "Union Budgets Deeper into the Neo-classical Cocoon", *Mainstream*, April 1, 1995.

"Give them Shawrya Chakra and Not Dole", *Mainstream*, April 1, 1995.

"बजट" 1995-96 : पिटे हुए उदारीकरण का नया राजनीतिक अर्थशास्त्र, समकालीन जनमत, अप्रैल, 16-30, 1995।

"The Informal Sector: A Reappraisal", *Journal of Contemporary Asia*, Vol. 25, No. 2, 1995

स्वदेशी का रास्ता जनमुख है। साप्ताहिक ललकार (जोधपुर), 15-6-95 तथा; स्वदेशी पत्रिका, अगस्त-सितम्बर 1995।

स्वदेशी चिन्तन और नीतिगत संदर्भ, साप्ताहिक अभ्यदूत, 19-7-1995।

"White Collar Crime on Modern England, Financial Fraud and Morality"—Review Essay, *International Journal of Development Banking* (ICICI), Vol. 13, No. 1, 1995.

"Evaporation of Communitarian Ethics from Public Life in India: Some Exploratory Hypothesis", *IJPA*, Vol. XLI, No. 3, July-September 1995.

"India's Development Policy Under the Shadow of Globalisation", *Economic Growth and Social Change*, September 1995.

"Towards Participative Union-States Relations", *Mainstream*, 27 January 1996.

"Poverty of Poverty Estimates", *New Age Weekly* (reproduced from the *Hindu*) 9.3.96.

"Interim Budget: Poor Performance, Poorer Promises", *Mainstream*, 2 March, 1996 (Also reproduced in *New Age*).

"Low-Down on East Asian Growth", *Economic & Political Weekly*, March 9, 1992.

Chapters in Books: "Public Sector, Black Economy and the Informal Sector. How they should be Analysed and How Not", *Informal Sector in India: Critical Perspectives*. (Ed. P.N. Mathew) Khanna Publication, New Delhi, 1995.

"Growth, Structural Adjustment, Food Security and High Technology", *Economic Policies, Development and Social Justice*, AITUC, New Delhi, 1995.

"Impact of Global Changes on India's Development Policy", *India and the New World Order* (Ed. Anupama Nautiyal) South Asia Publishers, New Delhi, 1995.

"Relevance of Public Sector for the India Economy", *Economic Reforms and the Public Sector: Essays in Honour of R.C. Dutt* (Ed. Raj K. Nigam) Research and Documentation Centre for Corporate and Business Policy, New Delhi, 1995.

"Political Economy of Employment Planning", (Eds. M.P. Singh & H. Roy). New Delhi, Jananda Prakashan, 1995.

Financial Sector and Forty-Five Months of 'Reforms' (Co-author with M.A. Oommen). Both in *Structural Adjustment in India. An assessment*, New Delhi, New Age International Ltd. (Wiley Eastern Ltd.) 1995. Also under the title 'Alternative Economic Survey', 1994-95.

In addition to above contributed several articles in daily papers like *Hindu*, *Hindustan Times*, *Economic Times*, *Financial Express*, and contributed 24 articles in *Rashtriya Sahara* and *Karobar*. Gave a number of talks/discussions and interviews on AIR and TV.

Book Reviews : "Structure of Consumption in India", (M. Bhattacharya, Classical Publishing Co., New Delhi, 1895) *Hindustan Times*, 13.5.95.

"Need to Do a Lot More", (Review of Two Books on Public Administration by S.R. Maheshwari), *Hindustan Times*, 3.6.95.

"Migration and Remittances", by (Jaysri Raychoudhary, Sage, New Delhi, 1993), *IJPA*, Vol. XLII, No. 1, January-March 1996.

"Organisational Issues in Indian Agriculture", (K.N. Raj, Delhi, Oxford University Press, 1990), *IASSI Quarterly*, Vol. 13, Nos. 1&2, 1994.

"The State and Development Planning in India", (Ed.) T.J. Byres, OUP, 1995), *International Journal of Development Banking*, Vol. 13, No. 2, July, 1995.

"Gandhian Holistic Economics", (Shastri Prabha Sharma, New Delhi, Concept, 1992), *Varta*, Vol. 13&14, April-October 1992-93.

Seminars/Conferences: National Seminar on "India and the New Technology Order", organised by School of International Studies, Mahatma Gandhi University, Kottayam, August 1995. Paper presented "New Technology Order: Lessons from Modern Industrialisation".

IIPA—40th year Seminar on "Union-States Relations", October 9, 1995. Paper presented "Towards Participative Union-States Relations".

Seminar on "Public Sector Private Sector Interface in Japan and South Korea : Lessons for India", organised by UNDP-IIPA, December 26, 1995, Theme paper presented.

Submitted an Invited paper on "Autonomy of Universities" to Jodhpur University for their National Seminar on "Autonomy and Accountability of Universities".

Conference on "Legal Dimensions of free Market Economy", organised by Faculty of Law, Delhi University and IIPA, New Delhi, March 8-10, 1996. Paper presented "Marketisation Some Issues".

Seminar on "Employment Creation in Urban Informal Sector", organised by Institute of Applied Manpower Research and International Labour Organisation, December 14-15, 1995. Paper presented "Urban Informal Sector: Supportive Action".

Paper on "Sickness in PSUs" to COPU Parliament as well as oral evidence.

Association with Committees: (1) Chairman, Expert Committee on Economics of Tobacco, Ministry of Health, GOI; (2) Director, Food Corporation of India; (3) Chairperson, Institute for Small Enterprises & Development, Cochin (Kerala); (4) Member, Governing Body, Institute for Development Communication, Chandigarh; and (6) Authorised Signatory, Indian Political Economy Association.

KOTHARI, ASHISH

Books: *Joint Management of Protected Areas in India: Report of a Workshop*, IIPA (Co-edited) 1995.

Sacrificing Our Future: The New Economic Policy and the Environment, Consumer Unity and Trust Society, Calcutta, 1995.

Articles: "Balancing Act: The Interim Report on Rajaji National Park", *Frontline*, June 30, 1995.

"Project Shocks: The Environmental Clearance Farce", *Frontline*, August 11, 1995.

"Development Aid: The Experience of the Narmada Project", in A. Dasgupta and G. Lechner (eds.), *Development Aid Today*, New Delhi, Mosaic Books, 1995.

"People and Protected Areas: Rethinking Conservation in India", *The Ecologist*, Vol. 25, No. 5, September-October, 1995.

"Conservation in India: A New Direction", *Economic and Political Weekly*, Vol. XXX, No. 43, October 28, 1995.

"India's Avifauna: How Bleak is the Future?" *Sanctuary Asia*, Vol. XV, No. 6, 1995.

"Environment: A Matter of Survival", in M.P. Singh and H. Roy (eds.), *Indian Political System: Structure, Policies, and Development*, New Delhi, Jnanada Prakashan (P&D), 1995.

"Rethinking Conservation in India", *The Ecologist Asia*, (eds.), Vol. 4, No. 1, January-February 1996.

"Environment Education or Environmental Wisdom?" *The Eye*, Vol. 3, No. 3, *Economic*

Survey, New Delhi, 1996.

"Environmental and the New Economic Policies: 1991-96", *Alternative Economic Survey*, New Delhi, 1996.

"Biodiversity and the New Forest Act", in W. Fernandes (ed.), *Towards a People's Forest Bill*, New Delhi, Indian Social Institute, 1996.

Book Reviews: Straight from the Heart, Review of *In the Belly of the River*, Amita Baviskar, Oxford University Press, New Delhi, 1996, *Indian Review of Books*, 16 February-15 March, 1996.

Seminars/Conferences: "Farm Genetic Resource Conservation", International Development Research Centre, New Delhi, 19-21, 1995. Paper on "In-situ Conservation of Genetic Diversity: Implications for Agricultural Policy".

"Conflict Resolution in Biodiversity Conservation", World Wide Fund for Nature-India, Bhopal, July 27-29, 1995. Paper on "Conflict Resolution in India's Protected Areas: Lessons from Rajaji National Park".

Collaborative Management of Protected Areas: Exploring the Opportunities in Uganda", Uganda National Parks, Mbale, Uganda, October 23-27, 1995. Paper on "Protected Areas, People, and Participatory Management: The Indian Experience".

"Regulating Access to Genetic Resource, Global Biodiversity Forum", World Resources Institute and IUCN-World Conservation Union, Jakarta, Indonesia, November 4-5, 1995. Paper on "Equitable Access to Biodiversity Resources and Benefits: Options for Action and the Indian Follow-up".

Biodiversity and Traditional Resource Use Systems, 2nd Congress on Traditional Sciences and Technologies, Anna University, Madras, December 26-31, 1995 (organized the seminar). Presentation on "Biodiversity and Traditional Resource Use Systems".

Concept of Development and Impact of Globalisation and Liberalization on the Poor and Marginalised, Gana Unnayan Parshad, New Delhi, January 29, 1996. Paper on "Structural Adjustment vs. the Environment in India".

"Research on Environment and Development", Indian Social Institute, New Delhi, 3 February, 1996. Presentation on "Response to Lead Paper by Walter Fernandes".

Reviewing the Forest and Wildlife Acts, Law Faculty, Delhi University, March 28, 1996. Presentation on Towards People-friendly Forest and Wildlife Legislation".

Panel on Impact of Structural Adjustment on India, Annual Meeting of the Association of Asian Studies, Honolulu, Hawaii, April 11-14, 1996. Paper on "Environment and the New Economic Policies in India: 1991-96".

Association with Committees : (1) Environmental Appraisal Committee for River Valley and Hydro-electricity Projects, Ministry of Environment and Forests, Government of India (till mid-1995); (2) Core Group on Biodiversity Convention, World Wide Fund for Nature—India (1995-onwards); (3) Steering Committee of Earth Action (Global Network of NGOs)—1995-onwards); (4) Steering Committee of on farm Diversity Fund of the International Development Research Centre (1996-onwards); (5) Commission on National Parks and Protected Areas, of the IUCN-World Conservation Union. (1996-

onwards); (6) Working Group on Wildlife, 9th Five Year Plan, Ministry of Environment and Forests and Planning Commission, Government of India. (February-April 1996); and (7) Sub-Committee on Environment and Sustainable Development, Public Service Communication Initiative of Lok Sewa Sanchar Parishad, Doordarshan, Government of India (1996-onwards).

MALHOTRA, D.D.

Seminars/Conferences: All India Public Administration Conference, organised by Indian Association of Public Administration, Mysore, August 5-6, 1995. Paper presented "Local Government Institutions in India: Recent Developments and Dimensions of Reforms".

MEHTA, AASHA KAPUR

Books: *Proceedings of the Regional Seminar on Global Trading Practices and Poverty Alleviation in South Asia: A Gender Perspective*. New Delhi, UNIFEM, UNDP and SIDA, May 1995, (Co-authored).

Papers/Articles: "Global Trading Practices and Poverty Alleviation: A Gender Perspective" in *Proceedings of the Regional Seminar on Global Trading Practices and Poverty Alleviation in South Asia: A Gender Perspective*, New Delhi, UNIFEM & SIDA, May 1995; "Medium-Term Assessment of the Indian Economy through a Macro-econometric Model", *Margin*, April-June, 1995.

Seminars/Conferences: Workshop on "Trade Related Entrepreneurship Assistance and Development for Women", organised by Ministry of Industry, Deptt. of SSI and ARI and UNDP, Government of India, Vigyan Bhawan, New Delhi, February 8, 1996. Paper presented "Trade Related Entrepreneurship Assistance and Development for Women in India".

Workshop on "The Human Development Report 1995: The Structural Context for Empowering Women in India", organised by Friedrich Ebert Stiftung and UNDP, New Delhi, Neemrana, December 12-13, 1995. Paper presented "Liberalization and the Employment of Women".

MISHRA, S.N.

Books: *New Panchayati Raj in Action*, Mittal Publications, New Delhi, March 1996. *Gram Panchayats and Poverty Alleviation Programmes*, Mittal Publications, New Delhi, March 1996.

Papers/Articles: "New Panchayati Raj", New Delhi, *Kurukshetra*, April 1995. "Land Reforms and Distributive Justice", New Delhi, *Kurukshetra*, Annual No. October 1995. "Women's Participation in Rural Development", New Delhi, *Kurukshetra*, Special Issues, August 1995.

"Resource Base of Panchayati Raj Institutions in India", New Delhi, *Kurukshetra*, Special Issue, December 1995.

"Panchayati Raj Sansthan Ke Arthik Sanshadhan", New Delhi, *Kurukshetra* (Hindi Issue), December 1995.

"Problem of Housing in Rural India: The Policy Analysis", New Delhi, *Kurukshetra*, Special Issue, March 1996.

"NGO's in Rural Development, Democracies", Patna, J.J. Institute, October 1995.

"Panchayati Raj and People's Aspirations", Theme Paper, presented at Members Annual Conference, IIPA, October 1995.

"Political Culture of Rural India", *Political Culture*, New Delhi, June 1995.

"Political Change in India: The Emerging Scenario", *Democracies*, Patna, J.J. Institute, December 1995.

Book Reviews: NGO's in Development Perspective, [(ed.) Prof. R.B. Jain], *Indian Journal of Public Administration*, Vol. XLI, No. 1, January-March, 1995.

State Politics in India, (Dr. Lallan Tiwari, Mittal Publications, New Delhi), *Democracies*, Patna, J.J. Institute, September-December 1995.

Seminars/Conferences: Seminar on "Women in Development Perspective", organised by Institute of Social Science, New Delhi, April 21-22, 1995. Paper presented "Women in Development Perspective".

Seminar on "A Fresh Look on Indian Constitution", organised by India International Centre, New Delhi, December 23-24, 1995. Paper presented "Peculiarities of Indian Constitution".

Seminar on "Human Rights", organised by Jamia Millia in collaboration with Kasturba Gandhi Institute of Rural Development, August 24-25, 1995. Paper presented "UN and Human Rights".

Association with Committees: (1) High Powered Committee on Land Reforms, Government of Madhya Pradesh, Bhopal; (2) Working Group on Approach to 9th Five Year Plan, Ministry of Rural Development, Government of India; (3) Member, Board of Studies, Jamia Millia, New Delhi; (4) Member, Board of Studies, Meerut University, Meerut; (5) Member, Board of Moderation in Public Administration, Magadh University, Bodh-Gaya; and (6) Member, Board of Moderation in Political Science, Bihar University, Muzaffarpur.

MINOCHA, O.P.

Papers/Articles: "Public Administration: Education and Training", V. Bhaskar Rao and A.K. Sharma (eds.), *Public Administration Quest for Identity*, Vikas Publication, 1995.

Seminars/Conferences: International Round Table on "Enterprise Restructuring—Issues and Strategies for Systems Changes", organised by SCOPE & UNDP, New Delhi, December 13-15, 1995. Paper presented "State as Facilitator".

Seminar on "Administrative Culture", organised by International Political Science Association (Research Group 35), March 23, 1996. Chaired two sessions.

Association with Committees: (1) Member, Executive Council, ISTD; (2) Member, Board of Studies, University of Rajasthan, Himachal Pradesh and Udaipur; (3) Member, Governing Body of Acharya Narendra Dev College, University of Delhi.

MISRA, GIRISH K.

Chapters in Books: "Human Settlements Development: Training and Information", New Delhi, Reliance Publishing House, 1995.

Papers/Articles: "Public-Private Partnership for Delivery of Urban Services", *Quarterly Journal of AIILSG*, Vol.LXVI, No.2, April-June, 1995.

Seminars/Conferences: Seminar on "Privatisation of Municipal Services", Institute of Public Administration, Lucknow, April 3-4, 1995. Paper presented "Public-Private Partnership for Delivery of Urban Services".

Seminar of National Association of Geographers of India (NAGI), Jammu, December 29-31, 1995. Paper presented "Public-Private Sector Initiatives in Urban Development"

MUKHOPADHYAY, LIPI

Case Studies: "Role of Local People in Forest Protection and Regeneration: A Case Study".

Seminars/Conferences: Seminar on "NGO's in Development", organised by Department of Political Science, University of Delhi at IIPA, March 6, 1995. Paper presented "Role of Voluntary organisations in Women's Development: with Special Reference to Tribal Areas".

SARMA, K.S.R.N.

Seminars/Conferences: 15th Annual Conference of "Indian Public Administration Association", Mysore University, Mysore, August 5-6, 1995. Paper presented "Urban Financial Management—Some Issues".

Fourth National Workshop on "State Finance Commission's", New Delhi, Vigyan Bhawan, November 3-4, 1995.

Experts Meeting on "Management of Co-operation and Maintenance of Urban Water Supply", organised jointly by CPHEEO, Government India and Hyderabad Metro Water Supply Board, at Hyderabad during January 18-20, 1996, and Chaired the Panel for drafting of guidelines (for the proposed Manual on above subject) on "Indian Financial Management" and Community involvement.

National Seminar on "Water Supply Schemes of Major Cities", jointly organised by Indian Water Resources, Society and Indian Water Works Association, Indore, February 26-28, 1996. Paper presented "Urban Water Supply Tariffs".

Participated in the panel discussion on "Manage of Water Supply in Major Cities" in Hindi broadcast on All India Radio, Indore, February 27, 1996.

SARADA, A.

Case Studies: "Financial Status of Gram Panchayats—A Case of Tellapur Gram Panchayat in Andhra Pradesh", June 1995.

Book Reviews: "Public Sector Budgets: A Comparative Study", [Attiat F. Ott (ed.)], *Indian Journal of Public Administration*, Vol. XLI, No.4, October-December 1995.

SHARMA, A.K.

Books: *Public Administration: Quest for Identity*, (Co-editor-cum-contributor), Vikas Publishing House Pvt. Ltd., January 1996.

Papers/Articles: "Reforms to Improve Public Sector Performance: The Indian Experience and Perspective", *Asian Review of Public Administration*, Vol. VII, No. 2, Quezon City (Philippines), EROPA, July-December, 1995 (Co-author)

Seminars/Conferences: National Conference on "Constitutional Reforms", organised by Foundation for Amity and National Solidarity, India International Centre and Lok Swarajya Andolan, June 10-11, 1995, New Delhi. Paper presentation "Public Accountability Basic Parameters" (Oral presentation).

"15th Annual Conference of Indian Public Administration Association", organised by Department of Political Science, Mysore University, Mysore, August 5-6, 1995. Paper presented "Bureaucracy and Economic Liberalisation".

National Inter-Disciplinary Seminar on "Liberalisation and Implementation of Rural Development Programmes", organised by Department of Political Science and Public Administration, Nagpur University, Nagpur, January 11-13, 1996. Paper presented "The Empowerment Debate: Some Aspects".

Association with Committees (1) Member, Board of Studies (Political Science and Public Administration), Ravishankar University, Raipur (M.P.); (2) Member, Research Degree Committee, Himachal Pradesh University, Shimla; (3) Advisor, Editorial Board, *Public Administration*, (Bi-annual Journal of the Department of Public Administration), University of Lucknow; and (4) Member, Special Committee on Public Administration Terminology of the Commission for Scientific and Technical Terminology (Ministry of HRD).

SHARMA, V.K.

Case Studies: "Resettlement and Rehabilitation of Project affected People: Kolar, Irrigation Project", Madhya Pradesh (Sponsored by World Bank)

"Resettlement and Rehabilitation of Project affected People; Kalyasote Irrigation Project", Madhya Pradesh (Sponsored by World Bank).

"Panchayati Raj, Women and Environment—A Case study of Haryana", Ministry of Rural Areas and Employment, Government of India.

"Women and Environment—A Case of Hill Districts of Uttar Pradesh", Ministry of Rural Areas and Employment, Government of India.

Papers/Articles: "Environmental Planning for Human Settlements in Urban Areas", *Proceedings of Second Building Congress on Human Settlements-Problems and Prospects*, 1995.

"Natural Disaster Preparedness, Mitigation and Reduction: Efforts in India during IDNDR", in R.B. Singh (ed.), *Disasters, Environment and Development*, 1996.

Seminars/Conferences: International Conference on "Disaster Management", Madras, 1996. Paper presented "Natural Disaster Mitigation and Government Interventions—An Overview".

SINGH, S.S.

Books: *Ombudsman: India and the World Community*, IIPA and British Council Division, 1995 (Jointly edited with Professor Norman Lewis).

Papers/Articles: "Notional Promotion Procedure: A Device to Defeat Deterent of Delay in Disciplinary Proceedings—A Chapter in a Book of Higher Civil Services in India", Hoshiar Singh (ed.), *Kurukshetra*, Nirmal Book Agency, 1995.

"Discussion Summary—Ombudsmen: India and the World Community", *Indian Journal of Public Administration*, Vol. XLI, 1995 (with Prof. Norman Lewis).

Seminars/Conferences: National Workshop on "Change and Civil Service Reforms", organised by M.P. Academy of Administration, Bhopal, February 26-28, 1996. Paper presented "Change and Civil Services: Priority Agenda for Reforms".

National Seminar on "Concept of Development and Impact of Globalisation and Liberalisation on the Poor and Marginalised", organised by Gana Unnayan Parishad, January 28-29, 1996. Paper presented "State, Market and Basic Human Needs: Exploring Constitutional Legitimation".

Conference on "Legal Dimensions of Free Market Economy", organised by Faculty of Law, Delhi University and IIPA, New Delhi, March 8-10, 1996. Paper presented "State and Market: A Constitutional Analysis".

"All India CAT Bar Association Conference", March 15-16, 1996. Paper presented "Administrative Law: Priority Agenda for Reforms".

Regional Conference on "Administrative Culture", organised by International Political Science Association, (Research Group-36) in collaboration with IIPA, New Delhi, March 23, 1996. Paper presented "Administrative Discretion and Culture of Delay, Exceptions and Exemptions: Need to Evolve Good Administrative Practices".

Association with Committees: (1) Member, State Consumer Council of the Delhi Government; and (2) Member, International Group on "Ombudsman" constituted by the International Institute of Administrative Sciences, Brussels.

SINGH, SHEKHAR

Books: *India's Artisans: A Status Report*, (Co-edited), New Delhi, SRUTI, 1995.

THAKUR, R.N.

Papers/Articles: "Indians in South-East Asia", *Indian Journal of Public Administration*, Vol. XLI, No.2, April-June 1995.

Book Reviews: "Corazon C. Aquino: Early Assessments of Her Presidential Leadership and Administration and Her Place in History", [Jose V. Abueva & Emerlinda R. Roman (eds.)], *Indian Journal of Public Administration*, Vol. XLI, No. 1, January-March, 1995.

"Mental Health in India—Issues and Concern", [P. Mane & K.Y. Gandevia (eds.)], *Nagarloka*, Vol.XXVII, No.3, July-September 1995.

Seminars/Conferences: National Seminar on "The Eve of Basaveshwar Jayanti Celebration", organised by Karnataka-Delhi Sangha, Constitution Club, New Delhi, May 7, 1995. Paper presented "Basaveshwar and Akka Mahadevi on Spirituality: A Comparative View".

Regional Conference on "Administrative Culture", organised by International Political Science Association (Research Group-36) and IIPA. Paper presented "Is Administrative Culture in India Detrimental to the Growth of Corporate Culture?"

Association with Committees: (1) Secretary, Delhi Sociological Association; and (2) Chairman of the Sub-Group, Youth in Academic Institutions, constituted by Department of Youth Affairs and Sports, Ministry of Human Resource Development, Government of India, for formulation of Ninth Five Year Plan (1997-2002).

TIWARI, R.K.

Books: *Indian Administration the Changing Scenario: Presidential Addresses at the IIPA 1954-94* (Co-editor), New Delhi, IIPA, 1995.

Seminars/Conferences: 15th Annual Conference on "Indian Public Administration Association", organised by Department of Political Science, University of Mysore, August 5-6, 1995. Paper presented "Economic Liberalisation and Public Administration: The Changing Scenario".

National Seminar on "Administration of Social Justice in India", organised by University of Lucknow, September 17-18, 1995. Paper presented "Social Justice and Public Policy: State Intervention in the Abolition of Bonded Labour in India 1974-94".

Seminar on "Policy Choices for Democracy: Decentralisation and Village Self-determination", organised by New Delhi, IIPA, September 5, 1995.

Association with Committees: (1) Member, Post-Graduate Board of Studies in Public Administration, Kurukshetra University; (2) Member, Under-Graduate Board of Studies,

M.D. University, Rohtak; and (3) Member, Post-Graduate Board of Studies in Political Science, Kumayun University, Nainital.

UPADHYAY, J.N.

Book Review: "Drought Disaster and Agricultural Development in India", (T.P. Singh), *Indian Journal of Public Administration*, Vol. XLII, No. 1, January-March, 1996.

Seminars/Conferences: National Workshop on "Change and Civil Services Reforms", organised by M.P. Academy of Administration, Bhopal, February 26-28, 1996. Paper presented "Change and Civil Service Reforms: Implications for Training".

Association with Committees: Member, "Committee on Sustaining Strategy for Training and Development Programme" of the Department of Personnel and Training, Government of India.

VERMA, B.M.

Books: *Welfare Measures for Weaker Sections—Policy Analysis*, New Delhi, IIPA and Devika Publication, January 1996.

Papers/Articles: "Administrative Organisation for Social Welfare for Backward Classes at State Level", in Mohinder Singh (ed.), *Social Policy and Administration*, New Delhi, M.D. Publication, 1996.

Seminars/Conferences: Seminar on "Democratization and Development", organised by Delhi Sociological Association, IIPA, February 24, 1996. Paper presented "Democratic Decentralisation for Rural Development".

Association with Committees: (1) Member, Asian Rural Sociological Association (Japan).

WISHWAKARMA, R.K.

Papers/Articles: "Health Care Administration in India: Problems and Prospects" in Mohinder Singh (ed.), *Social Policy and Administration in India*, New Delhi, M.D. Publications, New Delhi, 1996.

"Organisational Effectiveness of Urban Basic Services Programme in Selected Slum Areas of Delhi," *Nagarlok*, Vol. XXVII, No. 4, October-December, 1995 (Special Number on "Urban Basic Services for the Poor").

Book Reviews: "Decentralised Industrialisation and Urban Dynamics: The Case of Jetpur in India", (Veronique Dupont), New Delhi, Sage Publications, *Nagarlok*, Vol. XXVII, No. 3, July-September, 1995.

"Community Participation and Slum Housing: A Study of Bombay", (Vandana Desai), New Delhi, Sage Publications, *Nagarlok*, Vol. XXVIII, No. 2, January-March, 1996.

Seminars/Conferences: Seminar on "Public Private Relationship in Urban Development", organised by Regional Centre for Urban and Environmental Studies, Lucknow University and Government of UP, Department of Urban Development, Yojana Bhawan, Lucknow, April 3-4, 1995.

Seminar on "Impact of New Economic Policy on Urban Development", organised by Regional Centre for Urban and Environmental Studies, All Indian Institute of Local Self Government, Bombay, August 18-19, 1995. Paper presented "Public and Private Partnership in Urban Development".

International Seminar on "Environmental Stewardship and Sustainable Development", organised by International Political Science Association, Research Committee Nos. 4 and 35 and the Department of Political Science, University of Delhi, October 20-21, 1995. Paper presented "Environmental Stewardship and Sustainable Development: A Case for Planning".

Seminar on "Public-Private Partnership in Urban Development", organised by Regional Centre for Urban and Environmental Studies, Bombay, Jaipur, November, 1995 and Chaired Second Session.

As representative of IIPA, attended National Seminar on "Employment Promotion in the Urban Informal Sector", organised by Institute of Applied Manpower Research in Collaboration with International Labour Organisation, December 14-15, 1995.

Association with Committees: (1) Member, National Level Monitoring Committee on Urban Basic Services Programme for the Poor, Ministry of Urban Affairs and Employment, Government of India; (2) Member, Committee on Management of Urban Development Programme, Ministry of Urban Affairs and Employment, Government of India; (3) Member, Testimony Committee of the Institute of Town Planners India; and (4) Member Committee on Research and Training, Ministry of Urban Affairs and Employment, Government of India.

Library Professional Staff Contribution

GULATI, SUNITA

Presented a paper entitled "Problems in Management of Public Documents: Case Study of IIPA Library" in the Seminar on "New Trends in the Management of Official Documents" held at the Central Secretariat Library, February 12-13, 1996.

Annexure III

EXECUTIVE COUNCIL AND THE COMMITTEES

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Dr. S.D. Sharma
President of India

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Shri K.R. Narayanan
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Chairman

Shri S.B. Chavan
Union Home Minister

Vice Presidents

Shri T.N. Chaturvedi

Member of Parliament (Rajya Sabha), 19,
Gurudwara Rakabganj Road, New Delhi.

Prof. M.V. Mathur

Ex-Vice-Chancellor, University of Rajasthan,
F-48, Sundar Marg, 'C' Scheme, Jaipur.

Mr. Justice S. Ratnavel Pandian

4, Teen Murti Marg, New Delhi.

Dr. V. Subramanian

122, Buena Vista, Gen. Jaganath Bhosle Marg,
Bombay.

Honorary Treasurer

Shri G.C.L. Joneja

E-1/3, Vasant Marg, Vasant Vihar, New
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Members

Shri Veerana Aivalli

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Police Station, Jammu-Tawi.

Shri S.N. Bajpe

E-20, Purvasha, Anandlok Co-op. Group
Housing Society, Mayur Vihar, Phase I, Delhi.

Prof. Noorjahan Bava

140, Pocket B, SFS-DDA Flats, Sukhdev
Vihar, New Delhi.

- Prof. (Dr.) P. Chandrasekharan
25, Thomas Nagar, Little Mount, Saidapet, Madras.
- Shri P.R. Das Gupta
Secretary, Department of Education, Ministry of Human Resource Development, New Delhi.
- Prof. S.K. Goyal
Director, ISID, I.P. Estate, New Delhi.
- Shri R.N. Haldipur
K.T. Apartments, Flat No 001, No 17, 8th Main Road, Malleswaram, Bangalore.
- Shri P.C. Hota
Secretary, Ministry of Personnel, Public Grievances & Pensions and Parliamentary Affairs, Government of India, North Block, New Delhi.
- Shri N. Jayaraman
62, Buena Vista, Gen. Jaganath Bhosle Marg, Bombay.
- Prof. K. Kamalanathan
C/o Shri Gurappa, Supdt. of Police (Intelligence) No. 8, TTD Sr. Staff Quarters, Tirupati.
- Shri T.N. Kapur
Vice-Chancellor, Panjab University, Chandigarh
- Dr. Brij Bhushan Khare
"Jageshwar Sadan", Dera Pahari, Police Lines Road, Chhatarpur.
- Shri K. Malaisamy
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Indian Institute of Public Administration, New Delhi.
- Shri B.C. Mathur
D-8/4, Vasant Vihar, New Delhi.
- Prof. P.G. Mavlankar
"Gopika", 22 Maharashtra Society, Ellis Bridge, Ahmedabad.
- Prof. O.P. Minocha
Indian Institute of Public Administration, New Delhi.
- Shri B. Pakem
Vice-Chancellor, NEHU & Chairman, IIPA Meghalaya Regional Branch, North Eastern Hill University, Mayurbhanj Complex, Shillong.

Shri Brijendra Sahay

Chairman, Indian Institute of Public Administration, U.P. Regional Branch, 5-Mall Avenue, Lucknow.

Prof. (Mrs.) S. Saroja

1177/1123, Seventh Cross, Girinagar, Phase-2, Bangalore.

Shri Vinay Shankar

Secretary, Department of Rural Employment and Poverty Alleviation, Ministry of Rural Area & Employment, New Delhi.

Dr. V. Shanmugasundaram

17, VII West Cross Street, Shenoy Nagar, Madras.

Dr. (Mrs.) Y. Shanmugasundaram

17, VII West Cross Street, Shenoy Nagar, Madras.

Prof. Jaideep Singh

Indian Institute of Public Administration, New Delhi.

Dr. J.K.P. Sinha

53, 'D' Block, Kadam Kuan, Patna.

Shri M. Subramanian

1177/1123, Seventh Cross, Girinagar, Phase 2, Bangalore.

Dr. Har Swarup

Swarup Bhawan, Behind Punjabi Gurdwara, Budaun.

Shri T.K. Thanickachalam

43, 1 Main Road West, Shenoy Nagar, Madras.

Shri M. Thyagarajan

Bungalow No. AH-219, AH-Block, AH-2nd Street, 8th Main Road, Anna Nagar, Madras.

Prof. S.P. Verma

54, Sahyog Apartment, Mayur Vihar, Phase I, Delhi.

Director & Member-Secretary
Shri M. Wadhvani

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| 3. Shri M. Thyagarajan | 4. Prof. S.P. Verma |

Annexure IV

ACTIVITIES OF BRANCHES

REGIONAL BRANCHES

ANDHRA PRADESH

Conferences/Seminars

"Tax Administration" inaugurated by Shri P. Radhakrishnan, Chief Commissioner of Income Tax, Shri M. Ramakrishnaiah presided over. Among others who participated were: S/Shri N.R. Sivaswamy, S.V. Ramakrishnan, J. Ramakrishnan, M.C. Swaminathan, S.A. Govindrajan, V.K. Srinivasan, Lalith Mathur and P.R. Rao (July, 1995).

Lectures/Discussions/Meetings

A lecture relating to Income Tax by Shri N.R. Sivaswamy, IRS (Retd.), jointly organized with the Government of Andhra Pradesh (July, 1995).

"Future of Administrative Services" by Shri M. Ramakrishnayya (16.12.1995)

Executive Committee met nine times on 10-4-95, 29-5-95, 24-6-95, 14-8-95, 26-9-95, 11-10-95, 4-12-95, 5-2-96 and 27-3-96.

ASSAM

Conferences/Seminars

"Panchayati Raj Institutions" Key-note Address delivered by Dr. B.P.Maithani, Director, National Institute of Rural Development.

Talks/Discussions

1. "Public Grievances Management" by Dr. A.K. Sharma, Professor of Public Administration, IIPA, New Delhi (February 1996).
2. Public Grievances Management at Nagaon and Tezpur, by Prof. P.C. Baruah, Management Consultant and Vice-Chairman, IIPA Assam Regional Branch (March, 1996).
3. Held regular discussions on various topics of Public Administration among members.

Essays

Conducted Essay Competition on Annual Essay Theme for students of Assam.

BIHAR

Conferences/Seminars/Discussions

1. The Role and Achievement of IIPA-Bihar Regional Branch in Fostering the Goals which IIPA seeks to Foster-A Self-Appraisal. Shri A.K. Basak, IAS, Prof. B.K.P. Singh, Shri M. Kumar, Prof. M.M. Mehra, Shri N.K.P. Chaudhary, Shri S.N.P. Sinha, Vice-Chancellor, Patna University, Hony. Secretary and others participated in the discussion, (20.5.1995).
2. "Panchayati Raj and People's Aspirations". Shri A.K. Basak, I.A.S., Dr. P.N. Sinha, Ex-Minister, Government of Bihar, Prof. U.N. Agrawal, Prof. M.M. Mehra, K.N. Sahaya, Dr. J.K.P. Sinha and others participated in the seminar. Shri A.K. Basak, Chairman of the Branch presided (2.9.1995).
3. "Panchayati Raj and People's Aspiration with Special Reference to Bihar". Dr. J.N. Tewary, Dr. R.K. Dubey, Prof. L.N. Sharma, Dr. B.N. Singh, Dr. J.K.P. Sinha, Hony. Secretary and others participated in the seminar. Prof. Sachitanand, Former Vice-Chancellor of Ranchi University, presided (20.9.1995).

Research Projects

1. Development Administration in Bihar - Dr.(Mrs.) V. Kumar.
2. Unemployment in Bihar from Census Data- Dr. H. Sinha, I.A.S.
3. Organization of the Government of Bihar - Dr. J.K.P. Sinha.
4. Post-Graduate in Public Administration Syllabus - Prof. B. Sinha
5. Administrative Problems of Impact of Rural Urban Migration of Child Labour Across the Ganges Road Bridge between Hajipur (Vaishali) and Patna - Dr. N. Sinha.
6. Administrative Problems of Beggars in Bihar - Dr. N.P. Kesari.
7. Administrative Problems of T.B. Eradication in the Saran District of Bihar - Dr. Vijay Prasad.

Branch members also presented 14 papers out of total 38 papers all over India in the Annual Members' Conference held at IIPA, New Delhi.

Books

A book on "Post-Independence Landmarks in State Public Administration in Bihar"

edited by Dr. N.S. Sinha and released by IIPA President-cum-Vice-President of India Mahamahim Shri K.R. Narayanan at IIPA, New Delhi.

DELHI

Conferences/Meetings/Seminars

1. "Personnel Management Perspectives and Techniques"—Shri T.N. Chaturvedi, M.P., Vice-President of IIPA and Chairman, Standing Committee, presided over (14.7.1995)
2. "Panchayati Raj and People's Aspiration"—Prof. S.N. Mishra of IIPA, Dr. T.N. Rastogi, Shri H.R. Bangia, Dr. Mahipal, Dr. K.L. Madhok, Dr. Sushma Yadav and Shri B.C. Mathur, presented the Theme Papers. Shri S.C. Vajpeyi, Secretary of the Branch gave the opening remarks. Shri T.N. Chaturvedi, M.P. and Chairman of the Branch, presided over (14.9.1995).
3. "Investment Planning for Senior Citizens"—Dr. C.M. Kulshrestha participated. Shri N. Rangachari, Chairman, C.B.D.T. was the Chief Guest. Shri T.N. Chaturvedi, M.P. and the Chairman of the Branch, presided over (29.1.1996).
4. "Sickness in Public Sector Undertaking Remedial Measures." Dr. V.P. Mathur, Dy. CAG and Shri B.M. Oza, Director-General of Audit were the main speakers (16.3.1996).
5. Meeting of Office Bearers of Regional/Local Branches on "Evolving Strategies to Mitigating Litigations". The theme paper was presented by Dr. J.K.P. Sinha, Hony. Secretary, IIPA-Bihar Regional Branch, Dr. T.N. Rastogi and Shri S.C. Vajpeyi also presented the papers. Justice G.C. Jain and Shri Markandy Singh, former Lt. Governor of Delhi were the panelists (14.9.1995).

Lectures/Discussions/Talks

1. "Krishna Menon and Indian League Days- Home Rule to Purna Swaraj." Prof. Subhash Chakravarti of Delhi University was the main speaker, Shri T.N. Chaturvedi, M.P., Chairman of the Branch presided. Shri S.C. Vajpeyi, Hony. Secretary proposed a vote of thanks (11.4.1995).
2. "Problems and Difficulties in Land & Building Transactions in Delhi." Shri M.P. Sharma, Addl. Commissioner, M.C.D., spoke on the subject. Shri B.C. Mathur presided (28.4.1995).
3. "Worldwide Trends in Decentralization". Prof. Hans F-Illy from Freiburg University, Germany, was the main speaker. Shri T.N. Chaturvedi, M.P., Chairman of the Branch presided. Shri S.C. Vajpeyi, Hony. Secretary keenly participated (10.5.1995).
4. "Astrology the Soul of All" by Shri S.P. Pawa, and "Psycho-Social Management

of Serious Illness—A Physicians Approach" by Dr. P.S. Gupta. Shri T.N. Chaturvedi, M.P., Chairman of the Branch presided (8.7.1995).

5. Talk on "Iraq". Prof. V.K. Sharma was the main speaker. Ambassador of Iran was the Guest of Honour (22.11.95).
6. Talk on "Philippines". Prof. R.N. Thakur was the main speaker. Ambassador of Philippines was the Guest of Honour (29.11.95).
7. Talk on "Bangladesh". Dr. M.K. Narain was the main speaker. High Commissioner of Bangladesh was the Chief Guest (5.1.1996).

Research Studies

1. Revival of Weak Urban Co-operative Banks in the Context of Supersession of Parishad Cooperative Bank in Delhi.
2. Landmarks in State Public Administration since Independence. Study is in progress.
3. Bijli Adalat by DESU is under considerations.

JAMMU & KASHMIR

Conferences/Seminars

1. A Seminar on "Industrialisation in Jammu & Kashmir: Prospects and Opportunities" jointly organized with Chamber of Commerce and Industry, Jammu and PHD Chamber of Commerce and Industry (PHD CCI), New Delhi. Dr. Manmohan Singh, Former Union Finance Minister also participated. Among others who participated were: Shri B.K. Goswami and P.K. Rajghoria. Gen. K.V. Krishna Rao, Governor of J&K presided over (April 21-22, 1995).
2. "Forty Years of IIPA - Retrospects and Prospects"—Shri Ram Sahai, Vice-Chairman of the Branch presided (15.7.1995).
3. A Seminar on "Panchayati Raj and People's Aspiration". Inaugurated by Shri B.R. Kundal, Divisional Commissioner, Jammu. Prof. A.N. Sadhu of Jammu University presented the theme paper. Among others who participated were: Dr. Poonam Dhawan, Shri S.R. Sharma, IAS (Retd.) and Shri K.K. Mugal (29.8.95).
4. "Role of Media in Restoring Peace in J&K." Lt. Gen. D.D. Saklani, Adviser to J & K Governor inaugurated. The validictory address was given by Gen. K.V. Krishna Rao, Governor of J & K (16.9.1995).
5. "Role of Women in Restoring Peace in J&K." Ms. Sushma Chaudhary, Additional Chief in Planning Commission inaugurated. Prof. (Smt.) Ved Ghai, Academician presided over 1st Session and Smt. Girja Dhar, Chairperson of J&K Public Service Commission, presided over the 2nd Session (11.11.1995).

Lectures/Discussions/Talks

1. Lecture-meeting on "Disintegration of Yugoslavia: A Lesson, for India" by Prof. A.N. Sahasrabudhe. Shri M.M. Khajuria, former Director-General of Police, J&K presided over (May 2, 1995).
2. "Turmoil in the North East"—Shri Balraj Puri, Journalist and Human Right Activist presided over (May 3, 1995).
3. "Legal Right of Victims and Their Enforcement." Prof. K.L. Bhatia was the Chief Speaker. Shri M.M. Khajuria, IPS was the Chief Guest (3.7.1995).
4. Latest Techniques of Fracture Trauma Management as in Europe and Their Utility in Jammu". Dr. K.R. Gupta, Principal, Government Medical College was the Chief Guest (17.6.1996).
5. "Erosion of Authority in Administration", Shri R.K. Takkar, Secretary (Telecommunication) was the main speaker. Shri Jalil Ahmad Khan, Chairman of the Branch presided (18.8.1995).
6. "Income Tax Planning", jointly organized with Jammu Chamber of Commerce and Industry. Shri R.N. Lakhota, Tax Consultant, spoke. Shri Ram Sahai, Vice-Chairman of the Branch presided (31.8.1995).

KARNATAKA

Conferences/Seminars/Lectures/Workshops/Symposium

1. "U.N. Summit for Social Development in India" jointly organized by Institute of International Affairs with Karnataka Regional Branch. Prof. G.S. Arora and Dr. P.V. Shenoi were the main guests. Dr. P.V. Shenoi chaired the seminar (25.4.1995).
2. Lecture-cum-discussion on "Recommendations of the 10th Finance Commission"—Shri T.R. Satish Chandran, Former Chief-Secretary of Karnataka Government spoke. Shri R.N. Haldipur, Member of the Executive Council of IIPA, New Delhi presided (30.6.1995).
3. Workshop on "Functioning of the Administrative Tribunals" jointly organized with National School of India University (NSIU), Bangalore. Justice N.D. Venkatesh, former Judge of Karnataka High Court presided (23.7.1995).
4. Talk on "The Human Condition from a Geo-political Point of View" by Shri K.P. Falian, Indian Ambassador to Doha (Qatar) (26.10.1995).
5. "Panchayati Raj and People's Aspiration". Shri. R.N. Haldipur former Lt. Governor of Arunachal Pradesh and Pondicherry presided (14.10.1995).
6. A symposium on "Administration to the Doorsteps of People"—Shri J. Chandra Shekhar Rao, Shri K. Devender Rao and Shri M. Sudhakar participated.

Dr. T. Rama Krishnaiah, Chairman of the Branch presided (10.11.1995).

7. "Karnataka State's Export Promotion"—jointly organized with Department of Industries/ and Commerce, Cochin Export Processing Zone Karnataka State Industrial Investment and Development Corporation, Karnataka State Financial Corporation and Visvasvaaraya Industrial Trade Centre. Shri P. Chidambaram, then Minister of State for Commerce gave the valedictory address and Shri R.V. Deshpande inaugurated and presided the valedictory session (22.1.1996).
8. "Administrative Reforms in the Context of Administrative Accountability and Legality of Administrative Action—Law and Practice and Ethics in Public Administration"—jointly organised with Kengal Hanumanthiya Foundation and the Branch. Justice M.N. Venkathalaiah, former Chief Justice of India inaugurated. Among others who participated were: Dr. N.R. Madhava Menon and Shri S.K. Ghosal. Shri M. Sankaranarayanan and Dr. R.L.M. Patil spoke, Shri Ram Nivas Mirdha, Director of UNESCO presided and gave the valedictory address (22.2.1996).
9. "Globalisation and Implications for India"—jointly organized with the Institute of International Affairs. Dr. P.V. Shenoi, Director of Institute for Social and Economic Change spoke. Dr. G. Gouri, former Director of United Nations Industrial Development Organization, Vienna, presided (27.2.1996).
10. Lecture on "Office of Ombudsman and Its Relevance to India"—jointly organized with the Institute of International Affairs (26.3.1996).

KERALA

Conferences/Seminars

1. Seminar on "Women's Development". Smt. M.T. Padma, Hon'ble Minister of Fisheries inaugurated, Dr. V.K. Sukumaran Nair, Chairman of the Branch presided over. Among others who participated were: Smt. Padma Rama Chandran, Shri A.C. Cheriyan, Dr. Rachael Mathai, Shri K.C. Samuel, Shri V.U.K. Nambissan, Hony. Secretary of the Branch welcomed the gathering (11.8.1995).
2. Regional Conference on "Panchayati Raj and People's Aspiration". It was presided over by Dr. V.K. Sukumaran Nayar, Chairman of the Branch. Dr. S.N. Misra, Professor of Rural Studies prepared the Theme Paper. Shri K. Kamalkutty, IAS, Director of Panchayats has presented the paper. Among others who participated were: Dr. A. Balakrishnan Nair, Shri P.S. Nambissan, Shri S.V. Asari, C.J. Joseph, Dr. G.P. Kumaraswamy, Shri K.B. Jose, Shri V.U.K. Nambissan, Hony. Secretary of the Branch proposed the vote of thanks (29.9.1995).
3. "Pre-Primary Education: Retrospect and Prospect", Dr. P.J. Alexander, Vice-Chairman of the Branch presided over and 53 persons participated. Shri V.U.K. Nambissan welcomed the participants (26.2.1996).

Symposium

1. Symposium on "Road Safety - Challenges and Prospects". Mr. R. Ramachandran Nair inaugurated the symposium. Among others who participated were: Shri T.P. Subramanian, M.N. Prasad, Shri S. Kesavan Nair, Mrs. Aruna Sudarasan. It was sponsored by the State Bank of Travancore. Dr. V.K. Sukumaran Nayar, Chairman of the Branch presided (18.6.1995).

Research Study

"Landmarks in State Public Administration." Dr. A. Balakrishnan Nair, a retired Professor in Political Science, undertook the Study.

Library

The Branch Library has now 527 volumes and is being maintained as a separate unit in the library of the Institute of Management in Government.

MAHARASHTRA

Conferences/Seminars

"Panchayati Raj and People's Aspirations." Shri S. Ramamoorthi, Chairman of the Branch inaugurated the Conference. The Theme paper was prepared by Shri Suresh Kumar, Secretary, Rural Development Department and others who spoke were: Shri Dhabekar, S.G. Gholap and Shri Shivajirao Naik. Dr. V. Subramanian delivered the valedictory address (2.9.1995).

Lectures/Talks

1. "A Chat with the Militants in Kashmir." Prof. A.N. Sahasrabudhe was the main speaker (19.5.1995).
2. Lecture meeting on "Changing Scenario of Stocks Exchange in India." Shri M.P. Rage was the main speaker (24.5.1995).
3. "Are We Serious about the Law and Order Problem" by Shri D.S. Soman (15.6.1995).
4. "White Paper on Water Supply" by Prof. H.M. Desarda (17.8.1995).
5. "Face to Face with 300 Murderers" by Dr. U.C. Jadhav (24.8.1995).
6. "Increasing Internal Security Concerns and Human Rights" by Dr. M.D. Godbole (21.11.1995).
7. "Discussions with an N.R.I." by Dr. Raghavan Iyengar (23.1.1996)

8. "The Future of Indian Cities" by Dr. Rashmi Mayur (24.1.1996).

Training Programmes

1. "Writing of Confidential Reports" by Shri B.M. Bhawage (28.4.1995).
2. "Dimensions of Public Management" jointly organized by IIPA headquarters and its Maharashtra Regional Branch (Bombay). Prof. A.K. Sharma from IIPA, New Delhi conducted the Workshop (May 16-17, 1995).
3. "Use of Marathi" by S.A. Naik (21.6.1996).
4. "Conduct Discipline, Rule and Departmental Enquiries" (August 21-22, 1995).
5. "Introduction to Computers" by Chetna Management Institute, Bandra (September 29-30, 1995).
6. "Conduct Discipline and Appeal Rules" by Shri D.K. Kulkarni (Nov. 3-4, 1995).
7. "Conduct Discipline and Appeal Rules" by Shri D.K. Kulkarni (Nov. 16-17, 1995).
8. "Work Study (O&M)" by Dr. S.S. Gadkari (December 11-12, 1995).
9. "Use of Marathi in Administration" conducted by Shri S.A. Naik (22.22.1995).
10. "Stress Management" by Dr. P.R. Kondekar (19.1.1996).
11. "Case Study-Workshop" by Shri B.C. Mathur and Prof. Nand Dhameja (from IIPA, New Delhi) (February 1-2, 1996).
12. "Writing of Confidential Reports", by Shri B.M. Bhawage (1.3.1996).
13. "Use of Marathi for Office of CIDCO" (January 12-14, 1996).
14. "Use of Marathi for Offices of CIDCO", (January 15-20, 1996).

Essay Competition

The topics for the Essay Competition for the year were:

1. United Nations at Fifty - Performance and Prospects.
2. Relevance of Swadeshi - in Consumption and investment.
3. Judicial Intervention in Public Interest.

Shri Vikas K. Bansal was awarded the first prize of Rs. 1,500 and Shri Dilip P. Gadkari got the 2nd Prize.

Library

During the year 154 books were added to the library of the Branch taking the total of books to 8,376.

Studies

1. A.R. Section: Study of Superfluous References to the General Administration Department.
2. Sales Tax Department Determining Staff Standards.

ORISSA*Conferences/Seminars*

1. "Panchayati Raj and People's Aspiration"—Shri R.M. Senapati, Principal Secretary, Panchayati Raj presented the Theme Paper. Shri N.K. Panda, Chairman of the Branch summed up the conclusions (16.7.1995).
2. "Reorganization of State's Field Administration"—Shri S. Sahu, R.C. Mishra, Prof. N. Hazary and others spoke. Prof. Asima Sahu presented the Theme Paper. Shri N.K. Panda, Chairman of the Branch presided (20.8.1995).
3. "Education for All by 2000 A.D." It was jointly organized with the State's Department of Mass Education. Shri N.K. Panda presided (15.10.1995).
4. "Capital City Management." Dr. Baidyanath Mishra was the Chief Guest. It was jointly organized with Citizen's Apex Association, Bhubaneswar. Shri N.R. Hota was the Rapporteur and summed up the discussions (13.1.1996).

Publications

The 4th Annual issue of the Journal of the Branch is being issued.

PUNJAB/HARYANA/CHANDIGARH*Conferences/Seminars*

1. "Panchayati Raj and People's Aspiration." Conference was jointly organized with the Department of Public Administration. Among others who participated were: Shri B.S. Ojha, Prof. M.L. Sudan and branch members. Shri B.S. Ojha, Chairman of the Branch presided (20.9.1995).

RAJASTHAN*Conferences/Seminars/Training Programmes*

1. "Panchayati Raj and People's Participation." Shri Lalit Panwar delivered the key-note address. Prof. M.V. Mathur, Vice-President of IIPA presided. Prof. Ramesh K. Arora co-ordinated the Seminar (22.9.1995).

2. "Indian Anthropology"—Prof. G.C. Pande, Prof. Daya Krishna and others spoke.
3. "Judiciary and Administration"—Shri G.B.K.Hooza, presided.
4. "Gandhi, Patel, Azad and Nehru." Discussion initiated by Shri B. Hooja, Raja J.K. Atal presided (November 10-12, 1995).

Lectures/Discussions/Programmes

1. Panel discussion on "The Rajasthan Economy: Post-Budget Scenario." The Panel comprised mainly Shri Mangal Behari, Shri B.L. Pangaria, Prof. L.N. Nathuramka. Prof. Nathuramka presided.
2. Lecture on "Urban Change in India in the Context of the 74th Constitutional Amendment Act." Prof. P.D. Sharma presided (April 10-15, 1995).
3. "Recent Literature on Management." Prof. S.K. Raj Bhandari, former Vice-Chancellor of Rewa University, presided (28.7.1995).
4. Roundtable on "India: Dreams and Nightmares". Shri O.P. Tandon presided (29.7.1995).
5. "Reflection on Rural Development". Prof. J.L. Seth, Adviser, Institute of Developmental Studies, Lucknow University spoke. Prof. Ramesh K. Arora, Professor of Public Administration, University of Rajasthan and Hony. Secretary of the Branch presided (28.8.1995).
6. (i) "Conflict Management" by Shri H.S. Oberoi. Shri V.S. Sisodia, Secretary of Institute of Development Studies presided.
 (ii) "Mystique of Gandhi" by Dr. Naresh Dadeech. Prof. D.B. Mathur, former Professor and Head of the Department of Political Science, Rajasthan University, presided (September 16 and 18, 1995).
7. "Ethics in Public Life." Shri M.K. Gaur, Asstt. Editor, IIPA, New Delhi spoke on the subject. Shri Mangal Behari, IAS (retd.) presided (6.11.1995).
8. Prof. K.K. Tummala's book "Public Administration in India." Prof. Ramesh K. Arora presented a detailed review. Prof. M.V. Mathur, Vice-President of IIPA presided (30.10.1995).
9. Prof. B.R. Nanda's edited book "Mahatma Gandhi, 125 Years". Prof. D.B. Mathur, former Professor of Political Science, Rajasthan University led discussion. Padamshri Kudrat Singhji presided (30.10.1995).
10. "Solar Eclipse: Social and Scientific Analysis." Prof. R.C. Mehrotra, former Vice-Chancellor of Delhi University, presided (15.11.1995).
11. "American Tradition of Non-Violence", Prof. Michal True, Professor of Assumption College, Worcester (USA) spoke (15.12.1995).

TAMIL NADU REGIONAL BRANCH

Conferences/Seminars

1. Prelude Seminar on "Panchayati Raj and People's Aspiration". It was presided over by Shri K. Malaisamy, IAS (retd.), Chairman of the Branch. Shri T.K. Thanickachalam, Hony. Secretary presented his paper (20.8.1995).
2. "Human Values—Past, Present and Future." Dr. M.S. Udayamurthy, Founder Director, Makkal/Sakthi Iyakkam and others presented their papers; Shri K. Malaisamy—Chairman of the Branch presided over (30.9.1995).
3. "Capital City Management." Prof. B. Mishra and Shri D.N. Padhi, Governor of the Rotary District were the Guests of Honour.

Lectures/Discussions/Symposium/Meetings

1. "Uniform Civil Code." Presided over by Shri K. Malaisamy then Chairman of the Branch. Shri T.K. Thanickachalam then Hony. Secretary, welcome the gathering (30.5.1995).
2. "Visit to Australia and Indonesia", Shri T.K. Thanickachalam, narrated his impression. Shri K. Malaisamy, then Chairman, presided over (28.7.1995).
3. Annual General Meeting for Electing Office Bearers (30.9.1995).
4. A Panel Discussion on "Second Master Plan of Madras"—Justice P. Venugopal presided over the panel discussion. Shri T.K. Thanickachalam, Chairman of the Branch, presided (24.11.95).
5. A colloquium on "Consumer Protection Act." Among others who participated were: Dr. N.C. Raghavachari, Prof. (Dr.) T. Durairajan, Prof. S. Muthukumar and Dr. Savithri Subramaniam". Shri T.K. Thanickachalam, Chairman of the Branch, presided (22.12.1995).
6. A talk on "Health Administration", delivered by Dr. Syed Khalifathullah, Chairman, Scientific Advisory Committee, Unani Research, Government of India. Shri T.K. Thanickachalam, Chairman of the Branch, presided (19.1.1996).
7. "International Conference on Women." Mrs. Rajini Murugan and others participated. Shri T.K. Thanickachalam, Chairman of the Branch presided (23.2.1996).
8. The branch released the commemoration volume on "Landmarks in Publication Administration of Tamil Nadu". Authored by Dr. Vedagiri Shanmugasundram, Director, IASR. Shri V. Karthikeyan, Patron of the Branch released the volume. Shri T.K. Thanickachalam presided. Shri D. Arunachalam, Hony. Secretary of the Branch proposed the vote of thanks (30.1.1996).

9. As part of celebrations of four decades of the Branch's activities with focus on Landmarks in Public Administration, a Research Project entitled "Economic Reforms and Public Administration with Special Reference to Tamil Nadu", was entrusted to Prof. (Dr.) Mrs. Yasodha Shanmugasundaram who completed the project and submitted the report to IIPA.

UTTAR PRADESH

Conferences/Seminars

1. "Problems of Housing and Urban Development in U.P." It was organised in collaboration with the Regional Centre for Urban Development and Environmental Studies, Lucknow University, Lucknow.
2. Prelude Seminar on "Panchayati Raj and People's Aspirations."

Publications

1. The Branch brought out two printed documents titled "Urban Development" and "Thoughts and Experiences of Senior Government Officers"
2. Four issues of Newsletter "Dynamic Administration."
3. The work for developing a Strategy Document in respect of Ninth Five Year Plan of U.P. is in progress.

Research Studies

A Research Study on "Proliferation of Government Personnel in U.P." (1.4.1995).

WEST BENGAL

Conferences/Seminars

1. "Liberalisation and Its Impact on Industrial Reconstruction." Dr. M. Bhattacharya, Vice-Chancellor, Burdwan University presided (24.6.1995).
2. "Citizen Administration Interface." Dr. Shyamal Kumar Ray, Head of the Department of Political Science, Burdwan University, inaugurated. Dr. A.C. Ray and Dr. S.R. Chatterjee were the main speakers.

Lectures/Meetings

1. Annual General Meeting of the Branch held for electing office bearers. Prof. Jayanta Kumar Ray presided (24.8.1995).

2. "Democracy Welfare and Role of State Comparative Look at India and West Europe." Shri Kalyan Biswas, Principal Secretary in Department of Forest and Environment, Government of West Bengal and Vice-Chairman of the Branch presided (16.11.1995).

LOCAL BRANCHES

AIZAWL

Conference/Seminar

"Panchayati Raj and People's Aspirations" (29.9.1995).

Lectures/Meeting/Studies

1. "Socio-Economic Dimensions of Infiltration"—Shri Uday Sahay, IPS, Superintendent of Police (Wireless), Aizawl, spoke (24-5-1995).
2. "A Case Study of Chhimutui District of Mizoram." Shri L.B. Thanga presided over.

Studies

"Landmark Study in Mizoram State Public Administration since Independence" has been under progress.

Publications

Annual Journal on Administrative Review 1994, which contain nine articles on "Women Development with special reference to Mizo Women", and four book Reviews."

BUDAUN

Seminars

"Electoral Reforms"—Shri S.S. Ram, Principal, A.P.M. Degree College, presided (23.1.96).

Essay Competition

Conducted Essay Competition on "Role of the Youths in National Development." The successful competitors were awarded (3.12.95).

Election of the Local Branch. Shri Amar Bahadur Singh, Chairman of the Branch presided over (29.1.96).

GULBARGA

Meetings

The Gulbarga Local Branch was inaugurated by Dr. N. Rudraiah, Vice-Chancellor, Gulbarga University. Shri Sudhir Krishna, Commissioner of Commercial Taxes of Karnataka was the Chief Guest. Shri S.-Ramanathan, Chairman, Karnataka Regional Branch presided (19.8.1995).

KARIM NAGAR

Discussions/Meetings

1. "Face to Face with the Candidates of the Parliament Constituency of Karim Nagar" (15.4.1995).
2. "An Interaction Get-to-Gether" with Shri S.K. Kalia, Managing Director, NABARD, Bombay (4.8.1995).
3. "Administration at the Doorsteps of People" (10.9.1995).
4. "Face to Face with the Contesting Conditions of Karim Nagar Municipality: Chairman Election."

NAGPUR

Conferences/Seminars

1. "Panchayati Raj and People's Aspirations" (22.9.1995).

Programmes/Lectures/Talks/Meetings

1. "Ethics in Public Administration." Forty members and Government officers attended (12.4.1995).
2. "Meet the People Programme." The Municipal Commissioner and the Chairman of Nagpur Improvement Trust, Nagpur participated (May, 1995).
3. "100% Results Through Intelligence Engineering." Shri S.S. Hussain, Commissioner, Nagpur Division, Nagpur and the President of the Branch inaugurated. Prof. S.G. Kashikar, Chairman also participated (20.9.1995).

PATIALA

Lectures/Meetings

Lecture-meeting on "Urbanisation in Punjab—Policy and Perspectives". Prof. K.K. Puri introduced the theme of the talk. Dr. J.S. Sethi, Programme Officer, co-ordinated the programmes. Dr. J.S. Puar, Vice-Chancellor of Punjabi University presided (6.4.1995).

RANCHI

Seminars

"Panchayati Raj: A New Dimension." Shri Y.B. Prasad gave the Keynote Address. Dr. S.D. Singh presided over.

SAIDAPET

Lectures/Meetings

1. "Is Population Explosion A Bane or Boon?" Dr. B. Palaniappan was the Chief Guest. Dr. K.M. Ramanujam, Secretary of the Branch spoke. Shri S. Subramaniam, Chairman of the Branch presided (10.12.1995).

SANGLI

Seminars

1. "Panchayati Raj and People's Aspirations". Among others who participated were: Shri S.D. Joshi, Secretary, Government of Maharashtra, Principal, P.B. Patil, Shri Vainkappa Patki and Shri Prakashan Bapu Patel (18.9.1995).

Meetings/Programmes/Talks

1. "Traffice Problems of Sangli and Miraj Twin Cities" (20.5.1995).
2. A talk by Prof. Anil Sahasrabudha was organized in association with Rotary Club of Sangli (12.7.1995).
3. "National Integration and Kashmir Crises" jointly organised. Shri V. Aivalli, Hony. Secretary, IIPA J&K Regional Branch addressed the meeting (27.1.1996).

TIRUCHIRAPALLI

Conferences/Seminars

Prelude Seminar on "Panchayati Raj and People's Aspiration". Shri K. Santhanam, Secretary and Correspondent of SIGC, inaugurated. Among others who participated were: Dr. C. Thangamuthi, Mrs. K. Meena, Miss Hema Nalini, Major M. Aravandi. Chairman of the Branch presided over. Shri Mohan Selvakumar, Hony. Secy. of the Branch proposed a vote of thanks (16.9.1995).

VALLABH VIDYANAGAR

Seminars/Conferences

"Panchayati Raj and People's Aspiration." Shri Mahesh Patil, Vice-President of Anand Taluka Panchayat inaugurated. Dr. J.N. Pandya, Secretary of the Branch gave

the Key-note Address. Prof. Katar Singh, Director of IRMA, Anand, presided (8.10.1995).

Lectures/Talks/Meetings

1. "Budget and New Economic Policy" jointly organized with Rotary Club and Local Branch. Shri Viren J. Shah, Chairman, Mukand Ltd. and Member, Rajya Sabha participated. Shir B.G. Patil, President, Anand Municipality presided over" (22.4. 1995).
2. "Higher Education in the 21st Century." Jointly organized with Sardar Patel University Teachers' Association. Prof. M.V. Mathur, Vice-President of IIPA was the speaker. Prof. Katar Singh, Director of IRMA, Anand, presided (7.12.1995).
3. IInd Memorial Lecture of Late Shri H.M. Patel (Soheli) (7.12.1995).

WARANGAL

Lectures/Meetings

"Social Roots of Terrorism in Punjab". Prof. V. Bhaskara Rao, Chairman of the Branch presided (1.11.1995).

OFFICE BEARERS OF REGIONAL/LOCAL BRANCHES

REGIONAL BRANCHES

ANDHRA PRADESH

Chairman - Shri M. Gopalkrishnan, Plot No.39, Avanti Nagar, Opp. Skyline Cinema, Basherbagh, Hyderabad.

Hony. Secretary - Shri B.V. Krishna Kumar, H.No.10-3-311/13B, Road No.2, Castle Hills, New Welfare Centre, Masab Tank, Hyderabad.

Membership - Annual 92, Life 425, Corporate 15.

ASSAM

Chairman - Shri Jatin Hazarika, ULUBARI, Guwahati-781007.

Hony. Secretary - Shri Swapnanil Barua, Rudra Barua Path, Nabin Nagar, Guwahati - 781024.

Membership - Annual 24, Life 190, Corporate 4.

BIHAR

Chairman - Shri A.K. Basak, Chief Secretary, Government of Bihar, Patna

Hony. Secretary - Dr. J.K.P. Sinha, Advocate, 53, D-Block, Kadam Kuan, Patna.

Membership - Annual 59, Life 471, Corporate 4.

DELHI

Chairman - Shri T.N. Chaturvedi, Member of Parliament (Rajya Sabha), 19, Gurudwara Rakabganj Road, New Delhi - 110001.

Hony. Secretary - Shri. S.C. Vajpeyi, C-160, Madhuban, Delhi.

Membership - Annual 228, Life 1363, Corporate 21.

GOA (WEST COAST)

Chairman -

Hony. Secretary.

Membership - Life 19, Corporate 1.

GUJARAT

Chairman -

Hony. Secretary - Prof. D.N. Pathak, 21, New Alkapuri Society, Gulabi Tekre, Ahmedabad.

Membership - Annual 13, Life 126, Corporate 8.

JAMMU and KASHMIR

Chairman - Shri Jalil Ahmad Khan, Additional Chief Secretary, (Elections) EP-310, Wazarat Road, Jammu.

Hony. Secretary - Shri Veerana Aivalli, PWD Bangalow No.1, Near Gandhi Nagar Police Station, Jammu-Tawi (J&K)

Membership - Annual 40, Life 195, Corporate 3.

KARNATAKA

Chairman - Shri S. Ramanathan, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore - 560008.

Hony. Secretary - Shri A. Ramaswamy, N.D.K. Kalyan Mandir, II Floor, 13th Main Road, Hall II Stage, Indiranagar, Bangalore - 560008.

Membership - Annual 41, Life 206, Corporate 5.

KERALA

Chairman - Dr. P.J. Alexander, 'KRIPA' Belhaven, Thiruvananthapuram - 695003.

Hony. Secretary - Shri V.U.K. Nambissan, Deviniwas, Kunnil Road, Jagathy, Thiruvananthapuram.

Membership - Annual 87, Life 156, Corporate 6.

MADHYA PRADESH

Chairman -

Hony. Secretary - Shri Badal K. Das, B-1, Prashasan Academy Campus, 1100 Quarters, Bhopal (MP).

Membership - Annual 39, Life 239, Corporate 4.

MAHARASHTRA

Chairman - Shri S. Ramamoorthi, Vice-President, Maharashtra Administrative Tribunal, Mumbai - 400021.

Hony. Secretary - Shri N. Jayaraman, UPA Lok-Ayukta, Maharashtra State, Mumbai-400032.

Membership - Annual 77, Life 655, Corporate 21.

MEGHALAYA

Chairman - Prof. B. Pakem, Vice-Chancellor, NEHU Mayurbhanj Complex, Shillong.

Hony. Secretary - Dr. B.J. Deb, Deptt. of Political Science, NEHU Mayurbhanj Complex, Shillong.

Membership - Annual 9, Life 84, Corporate 3.

ORISSA

Chairman - Shri N.K. Panda, 59, Forest Park, Bhubaneswar.

Hony. Secretary - Shri R.N. Mishra, 59, Forest Park, Bhubaneswar.

Membership - Annual 50, Life 163, Corporate 7.

PONDICHERY

Chairman -

Hony. Secretary -

Membership - Annual 1, Life 13, Corporate 1.

PUNJAB/HARYANA/CHANDIGARH

Chairman - Shri B.S. Ojha, Chief Secretary (Retd.), Government of Haryana, Chandigarh.

Hony. Secretary - Shri D.V. Bhatia, H.No.2116/21-C, Chandigarh.
Membership - Annual 51, Life 321, Corporate 6.

RAJASTHAN

Chairman - Dr. H.M. Mathur, C-95, Jagan Path, Chomu House, Jaipur.
Hony. Secretary - Dr. Ramesh K. Arora, B-56 Janta Colony, Jaipur. .
Membership - Annual 45, Life 230, Corporate 5.

TAMIL NADU

Chairman - Sh. T.K. Thanickachalam, 43, 1 Main Road, West Shenoy Nagar, Madras-600030.
Hony. Secretary - Shri D. Arunachalam, Z-177, V. Avenue, Anna Nagar, Madras - 600040.
Membership - Annual 186, Life 602, Corporate 4.

UTTAR PRADESH

Chairman - Shri Brijendra Sahai, IAS, PICUP, Gomati Nagar, Lucknow.
Hony. Secretary - Shri T.N. Dhar, 27-B/5, Lajpat Rai Marg, Lucknow.
Membership - Annual 103, Life 598, Corporate 12.

WEST BENGAL

Chairman - Shri N. Krishnamurti, Chief Secretary to the Government of West Bengal, Mineral Development and Training Corporation Ltd., 13, Nellie Sengupta Sarni, 2nd Floor, Calcutta.
Hony. Secretary - Shri K.K. Naskar, IAS, Secretary, C/O Finance (O&M) Department, Government of West Bengal, Writer Building, Calcutta.
Membership - Annual 61, Life 277, Corporate 9.

LOCAL BRANCHES

AIZAWL (MIZORAM)

Chairman - Dr. H. Thansanga, Minister of Education, Mizoram, Aizawl.
Hony. Secretary - Prof. R.N. Prasad, Department of Public Administration, NEHU, Aizawl - 796007.
Membership - Annual 2, Life 58.

AMRAVATI

Vice-Chairman - Dr. V.N. Bonde, Divisional Commissioner's Office, Amravati - 444602.
Hony. Secretary -
Membership - Annual 2, Life 27.

AURANGABAD

Chairman - Shri V.N. Karandikar, Divisional Commissioner, Aurangabad.
Hony. Secretary - Shri V.B. Patil, Collector Office, Aurangabad.
Membership - Annual 18, Life 47, Corporate 2.

BUDAUN

Chairman - Dr. Lalit Verma, District Magistrate, Budaun.

Hony. Secretary - Dr. H.Swarup, Principal, APM Degree College, Swarup Bhawan, Near Main Gurudwara, Budaun-243601.

Membership - Annual 35, Life 106.

COIMBATORE

Chairman -

Hony. Secretary - Sh. T.S.R. Ramakrishnan, 42, Raj Bhawan, K.P.N.Colony, IInd Street, Tirupur-638001 (TN).

Membership - Annual 3, Life 20.

DINDIGUL

Chairman - Sh. M.Gajapathy, 6-A, Daradar Lane, Pensioners Street, Dindigul (Anna Distt) - 624001.

Hony. Secretary - Shri A.K. Serumalai, D.No. 21/B, Society Street, Dindigul.

Membership - Annual 3, Life 20.

GULBARGA

Chairman - G. Jayaraman, Rajashree Cements Aditiyanagar, Distt. Gulbarga.

Hony. Secretary - Dr. S.P. Hiramath, Professor of Chemistry, Gulbarga University, Gulbarga-585108.

Membership - Annual 3, Life 45, Corporate 1.

IMPHAL

Chairman - Shri H.V. Goswami, Chief Secretary, Government of Manipur, Imphal.

Hony. Secretary - Prof. R.P. Singh, Department of Earth Sciences, Manipur University, Imphal.

Membership - Annual 3, Life 45, Corporate 1.

JABALPUR

Chairman - Dr. V.K. Dubey, 1595, Napier Town, Jabalpur-482001, M.P.

Hony. Secretary - Shri D.N. Rathore, 14, BOS Colony, Narmada Road, Jabalpur (M.P.).

Membership - Annual 6, Life 12, Corporate 2.

KARIM NAGAR

Chairman - Dr. T. Ramakrishnaiah, Asstt. Project Director, Animal Husbandry, Rural Development Agency, Karimnagar.

Hony. Secretary - Dr. K. Narasimha Reddy, H.N. 7-1-234 Mankammathota, Karimnagar-505002.

Membership - Annual 8, Life 28.

MADURAI

Chairman - Sh. R. Sampath, Collector, Madurai District, Madurai.

Hony. Secretary - Sh. G. Venkidusamy, RRD-3, Teachers' Colony, Tirunagar, Madurai - 625006.

Membership - Annual 23, Life 131.

MAGADH

Chairman - Shri Chintu Nayak, Commissioner, Magadh Division, Bodh-Gaya.

Hony. Secretary - Dr. Ghanshyam N. Singh, A/8, Professor's Quarters, Magadh University, Bodh-Gaya.

Membership - Annual 2, Life 45, Corporate 1.

MEERUT

Chairman - Prof. S.S. Sharma, Head, Department of Sociology, Meerut University, Meerut.

Hony. Secretary - Dr. S.K. Chaturvedi, B-5, University Campus, C.C.S. Unit, Meerut-250001.

Membership - Annual 8, Life 45, Corporate 1.

MYSORE

Chairman -

Hony. Secretary - Shri P. Lingaiah, Reader, Political Science, University of Mysore, Manasagangothri, Mysore.

Membership - Annual 4, Life 15, Corporate 1.

NAGPUR

Chairman - Prof. S.G. Kashikar, 1130 Park Corner, Shivaji Nagar, Nagpur.

Hony. Secretary - Dr. R.D. Mohota, Mohota Niwas, Nelson-Square Chhindwara Road, Nagpur.

Membership - Annual 33, Life 86, Corporate 1.

NANDED

Chairman - Shri A. Rajan, Collector, Nanded.

Hony. Secretary - D.N. Kulkarni, Resident Dy. Collector, Collectorate, Nanded (Maharashtra).

Membership - Annual 6, Life 20, Corporate 1.

PATIALA

Chairman - Prof. Harbans Pathak, Head, Department of Public Administration, Punjabi University, Patiala - 147002.

Hony. Secretary - Shri O.P. Gupta, Sirhindi Gate, Patiala (Punjab).

Membership - Annual 1, Life 30, Corporate 1.

PUNE

Chairman - Dr. P.R. Dubhashi, 26-A/1/34, Sahwas Society, Hingne, Pune-411029.

Hony. Secretary - Dr. Sharad Khare, 2006, Sadashiv Peth, Tilak Road, Pune.

Membership - Annual 22, Life 115, Corporate 3.

RANCHI

Chairman - Dr. S.D. Singh, Officer on Special Duty and Student Dean, Ranchi University, Ranchi.

Hony. Secretary - Prof. L.M. Prasad, M-40 DS, Harmn, Housing Colony, Ranchi - 834012.

Membership - Annual 9, Life 58, Corporate 4.

SAIDAPET

Chairman - Shri S. Subramaniam, 56, Pillaiyar Koil Street, Thangam Colony, Anna Nagar West, Madras.

Hony. Secretary - Shri K.M. Ramanujam, 94, Dasarathan Street, Baskar Colony, Madras.

Membership - Annual 5, Life 47.

SANGLI

Chairman - Shri Sanjay Ubale, District Collector, Sangli.

Hony. Secretary - Shri A.S. Sahasrabudhe, "Umashankar", Radhakrishna Extn., Sangli.

Membership - Annual 10, Life 18, Corporate 2.

SHOLAPUR

Chairman - Shri Vidyadhar Karandikar, Municipal Commissioner, Solapur Municipal Corporation, Solapur.

Hony. Secretary - Dr. B.A. Katikar, Head, Department of Political Science, Walchand College of Arts and Science, Solapur.

Membership - Life 30, Corporate 1.

SIROHI

Chairman - Sh. Narendra Jain, Laxmi Bhavan, Sardar Bazar, Sirohi - 307001.

Hony. Secretary - Sh. Amrit Delal, 76, 4/20, P.W.D. Colony, Sirohi-307001.

Membership - Annual 2, Life 13

TIRUNELVELI

Chairman - Shri S. Srinivasan, 1-A, High Ground Road, Palayammetta, Tirunelveli-2.

Hony. Secretary - Shri K. Shivaraman, 20, Kailashpuram, Tirunelveli Junction, Tirunelveli.

Membership - Annual 6, Life 23.

TRICHY (TIRUCHIRAPPALI)

Chairman - Maj. M. Arvandi, 27, New Colony, Mannarpuram, Trichy - 620020.

Hony. Secretary - Shri M. Selvakumar, Peerless, 52, Habber Road, Cantonment, Trichy-620001.

Membership - Annual 10, Life 29.

VALLABH VIDYANAGAR

Chairman - Shri S.P. Shah, Administrative Director, Canopy Securities Finance Ltd., Vallabh Vidyanagar-388120.

Hony. Secretary - Dr. J.N. Pandya, Reader, Department of Political Science, Sardar Patel University, Vallabh Vidyanagar - 388120.

Membership - Life 17.

VADODARA (BARODA)

Chairman - Dr. P.K. Das, Managing Director, Gujarat Alkalies and Chemicals Ltd., Yashkamal, Sayajigunj, Vadodara.

Hony. Secretary - Prof. V.G. Nandedkar, Professor of Political Science, Faculty of Arts, The Maharaja Sayajirao University of Baroda, Vadodara - 2.

Membership - Annual 2, Life 33, Corporate 3.

VELLORE

Chairman - Dr. B.J. Prasantham, Director, Christian Counselling Centre, Sainathapuram, Vellore, Ambedkar, Vellore.

Hony. Secretary - Shri R. Narayanaswamy, 7, Sakunthala Ammal St., Munisamy Nagar, Velapadi, Vellore - 632001.

Membership - Annual 1, Life 41.

VILLUPURAM

Chairman - Shri K. Selvam, Agriculture Officer, No.2, Shanmugam Street, Left Shanmugapuram Colony, Villupuram.

Hony. Secretary - Shri M. Thirugnana Sambandam, 5 Devaraj Street, Villupuram - 605602.

Membership - Annual 4, Life 20.

VIRDHUNAGAR

Chairman -

Hony. Secretary - Shri R. Kangavel, Prof. Thangam Industries, 112/526, Madurai Road, Virudhunagar.

Membership - Annual 1, Life 16.

WARANGAL

Chairman - Prof. V. Bhaskara Rao, Department of Public Administration, Human Resource Management, Kakatiya University, Warangal.

Hony. Secretary - Dr. K. Deva Manikyam, Department of Public Administration, Kakatiya University, Warangal - 506009.

Membership - Annual 4, Life 95, Corporate 2.

Annexure V

ACADEMIC CENTRES

(As on March 31, 1996)

I. Centre for Economic Analysis and Financial Management

- | | |
|--|-------------------------|
| 1. Shri Pranab Banerji | 2. Prof Nand Dhameja |
| 3. Shri N.C. Ganguli | 4. Dr. Anil C. Ittyerah |
| 5. Dr. (Mrs.) A. Sarada | 6. Prof. K.S.R.N. Sarma |
| 7. Dr. (Mrs.) Aasha Kapur Mehta
(Coordinator) | |

II. Centre for HRD & Behavioural Studies

- | | |
|---------------------------------|---|
| 1. Dr. (Mrs.) Lipi Mukhopadhyay | 2. Prof. O.P. Minocha |
| 3. Prof. D.D. Malhotra | 4. Prof. A.K. Sharma |
| 5. Prof. Jaideep Singh | 6. Dr. (Ms.) Sujata Singh |
| 7. Prof. R.K. Tiwari | 8. Dr. (Mrs.) Rajesh Singh
(Coordinator) |

III. Centre for Management Studies, Public Enterprises and Computer Application

- | | |
|---|----------------------|
| 1. Prof. Nand Dhameja | 2. Shri N.C. Ganguli |
| 3. Shri Rakesh Gupta | 4. Prof. J.C. Kapur |
| 5. Prof. O.P. Minocha | 6. Prof. A.K. Sharma |
| 7. Prof. R.K. Sachdeva
(Coordinator) | |

IV. Centre for Public Policy, Planning and Environmental Studies

- | | |
|-------------------------------------|------------------------|
| 1. Dr. R.K. Barik | 2. Prof. K.N. Kabra |
| 3. Shri Ashish Kothari | 4. Prof. R.K. Sachdeva |
| 5. Prof. S.S. Singh | 6. Shri Shekhar Singh |
| 7. Dr. V.K. Sharma
(Coordinator) | |

V. Centre for Rural Studies

- | | |
|---|------------------------------------|
| 1. Shri Pranab Banerji | 2. Dr. (Mrs.) Shanta Kohli-Chandra |
| 3. Dr. (Mrs.) Lipi Mukhopadhyay | 4. Prof. S.N. Mishra |
| 5. Prof. G.K. Misra | 6. Dr. J. Guha Roy |
| 7. Dr. (Ms.) Sujata Singh | 8. Prof. R.K. Tiwari |
| 9. Dr. J.N. Upadhyay | 10. Dr. B.M. Verma |
| 11. Dr. Anil C. Ittyerah
(Coordinator) | |

VI. Centre for Social Welfare Administration & Administration of Justice

- | | |
|---|----------------------|
| 1. Dr. (Mrs.) Shanta Kohli-Chandra | 2. Prof. S.N. Mishra |
| 3. Dr. M.K. Narain | 4. Prof. S.S. Singh |
| 5. Prof. R.N. Thakur | 6. Dr. B.M. Verma |
| 7. Dr. Jaytilak Guha Roy
(Coordinator) | |

VII. Centre for Urban Studies

- | | |
|-------------------------------------|-------------------------|
| 1. Shri Rakesh Gupta | 2. Prof. D.D. Malhotra |
| 3. Prof. G.K. Misra | 4. Prof. K.S.R.N. Sarma |
| 5. Prof. R.N. Thakur | 6. Dr. R.K. Wishwakarma |
| 7. Dr. M.K. Narain
(Coordinator) | |

Annexure VI

**TITLES OF THE DISSERTATIONS SUBMITTED BY THE PARTICIPANTS
OF THE TWENTYFIRST ADVANCED PROFESSIONAL, PROGRAMME
IN PUBLIC ADMINISTRATION (1995-96)**

Dissertation Topics and Guides

- | | | |
|---|---|--|
| <p><i>Guide: Prof. Nand Dhameja</i>
Shri R.D. Ahir</p> | : | <p>Inventory and Material Management in
Ordnance Factories—Perspective</p> |
| <p><i>Guide: Prof. S.S. Singh</i>
Shri Naseem Ahmad</p> | : | <p>A Study on the Applicability of the Doc-
trine of Promissory Estoppel Against the
State</p> |
| <p><i>Guide: Prof. O.P. Minocha</i>
Shri I.B. Arora</p> | : | <p>Effectiveness of Office Council of Armed
Forces Headquarters and Inter-Service
Organisations</p> |
| <p><i>Guide: Prof. O.P. Minocha</i>
Smt. Anju Banerjee</p> | : | <p>Impact of Group Interpersonal Skills
Development on Track-Machine Staff of
Indian Railways</p> |
| <p><i>Guide: Prof. O.P. Minocha</i>
Shri A.K. Basu</p> | : | <p>Management of Primary Schools in South
24-Parganas District : A Study on Issues in
Quality</p> |
| <p><i>Guide: Prof. S.S. Singh</i>
Smt. Santosh Dasgupta</p> | : | <p>Applicability of the Principles of Natural
Justice to the Army Act</p> |
| <p><i>Guide: Prof. R.K. Sachdeva</i>
Shri A.K. Goel</p> | : | <p>Computer Based MIS on Materials Mana-
gement in Indian Railways: An Analysis
of Its Effectiveness and Suggestions of
Improvements</p> |
| <p><i>Guide: Prof. R.K. Sachdeva</i>
Shri S.K. Gulati</p> | : | <p>A Study of the Internet.</p> |

- Guide: Shri Rakesh Gupta*
Shri Jeevan Gupta : A Study of Equipment Failures on Indian Railways.
- Guide: Shri N.C. Ganguli*
Shri V.K. Gupta : Maintenance of Government Buildings by CPWD—An Exploratory Study.
- Guide: Dr. J.N. Upadhyay*
Smt. Shubha Kapoor : Assessment of In-service Training Needs for the Cantonment Executive Office of the Indian Defence Estate Organisation.
- Guide: Shri Pranab Banerji*
Shri Sunil Khatri : Concept and Measurement of Poverty in India.
- Guide: Prof. Jaideep Singh*
Shri V.K. Manglik : Organisational Improvement through Group Incentive Scheme.
- Guide: Dr. (Mrs.) Aasha Kapur Mehta*
Shri Naveen Malhotra : Branch Lines Operations on Indian Railways : An Economic Review.
- Guide: Dr. J. Guha Roy*
Shri S. Mathias : National Human Rights Commission—Necessity, Role and Future.
- Guide: Prof. A.K. Sharma*
Shri D.N. Mathur : Railway Accidents : The Human Failure Dimension.
- Guide: Prof. O.P. Minocha*
Shri K.B.L. Mittal : Impact of Modernisation of Manpower Development in Railways.
- Guide: Dr. (Mrs.) Shanta Kohli-Chandra*
Shri M. Muthuswamy : A Socio-Economic Profile of Female Domestic Servants : A Study of Pragati Vihar Hostel.
- Guide: Prof. D.D. Malhotra*
Dr. Shradha Nand : Problems of Fire Safety in High Rise Buildings in Delhi.

- Guide: Prof. D.D. Malhotra*
Smt. Madhu V. Narayanan : Restructuring the Central Vigilance Commission.
- Guide: Dr. J. Guha Roy*
Smt. Jagjit Pavadia : Forfeiture of Property under the Narcotic Drugs and Psychotropic Substances Act 1985 (As Amended in 1989)-A Review.
- Guide: Shri Pranab Banerji*
Shri V.P. Raja : State Finances and Economic Reforms : A Case Study of Maharashtra.
- Guide: Shri Pranab Banerji*
Shri Falguni Rajkumar : North Eastern Council.
- Guide: Prof. R.N. Thakur*
Shri S.M.Z. Rizvi : Rapid Action Force, Structural and Functional Dimension.
- Guide: Shri Pranab Banerji*
Shri D.V.K. Rao : Ordnance Factories for Export and Domestic Market : Strategies, Tasks and Scope for Diversification.
- Guide: Dr. V.K. Sharma*
Shri A.K. Sharma : Floods in Rajasthan : A Case Study of 1995 Floods in Alwar District.
- Guide: Dr. V.K. Sharma*
Shri K.K. Sharma : An Appraisal of Structural Measures of Flood Control in Delhi.
- Guide: Prof. S.S. Singh*
Ms. Urmila Sharma : A Study of Multimodal Transportation of Goods Act, 1993.
- Guide: Prof. S.S. Singh*
Ms. Vijai Lakshmi Sharma : A Study of the Working of Central Administrative Tribunal (With Special Reference to the Principal Bench at Delhi).
- Guide: Prof. R.K. Sachdeva*
Shri Bahadur Singh : Scope of Computerisation in the Department of Post.

- Guide: Dr. (Mrs.) Aasha Kapur Mehta*
Shri V.K. Thakur : India's Exports—Performance, Problems and Prospects
- Guide: Dr. (Mrs.) Aasha Kapur Mehta*
Shri Vinod Vaish : Per Capita Consumption of Cloth in the Country : Some Issues and Problems
- Guide: Dr. J.N. Upadhyay*
Shri A.K. Vohra : An Analytical Study of Simulator Based Training on Indian Railways for Running Staff with Special Reference to Electric Running Staff
- Guide: Prof. A.K. Sharma*
Shri Kush Verma : Counselling, Re-training and Redeployment of Displaced Industrial Workers

Annexure VII

TRAINING PROGRAMMES

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
I. Management Development Programmes-I (Sponsored by Department of Personnel and Training)			
A. Management Orientation Programmes			
1.	Third Course on Budgeting Techniques and Policy July 24-29, 1995	30	Prof. K.S.R.N. Sarma
2.	Fifteenth Course on Managerial Finance September 11-16, 1995	26	Dr. (Mrs.) A. Sarada
3.	Sixth Course on Leadership and Motivation September 25-30, 1995	27	Prof. Jaideep Singh
4.	Thirty-third Course on Budgeting and Financial Control November 6-11, 1995	28	Prof. K.S.R.N. Sarma
5.	Sixth Course on Legal Dimension of Administrative Decisions November 13-25, 1995	21	Prof. S.S. Singh Shri M.K. Balachandran
6.	Second Course on Human Resource Management November 20-December 2, 1995	18	Prof. O.P. Minocha
7.	Seventh Course on Project Management December 11-16, 1995	27	Shri N.C. Ganguli

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
8.	Second Course on Dimensions of Public Management February 5-10, 1996	31	Prof. A.K. Sharma
9.	Sixth Course on Organisational Behaviour February 19-24, 1996	27	Prof. Jaideep Singh
B. Special Programmes			
1.	Twenty-first Advanced Professional Programme in Public Administration July 3, 1995—March 29, 1996	35	Prof. J.C. Kapur Shri N.C. Ganguli Dr. (Mrs.) A. Sarada
2.	Sixth Course on Attitudinal Transformation for Better Performance July 10-15, 1995	32	Dr. (Mrs.) Rajesh Singh
3.	Second Orientation Programme for Directors/Deputy Secretaries of Central Staffing Scheme July 17-21, 1995	19	Prof. O.P. Minocha Dr. J.N. Upadhyay
4.	Thirteenth MDP for Group 'A' Officers (11-16 years) August 21-September 2, 1995	18	Prof. A.K. Sharma Dr. B.M. Verma
5.	Seventh Course on Effective Use of Computers in Administration August 21-September 2, 1995	32	Prof. R.K. Sachdeva Shri N.C. Ganguli Ms. Charru
6.	Sixth Course on Behavioural Dimensions of Human Resource Management and Organisational Leadership September 4-9, 1995	31	Dr. (Mrs.) Rajesh Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
7.	Fourth Course on Management of Natural Resources and Environment September 18-30, 1995	15	Dr. V.K. Sharma
8.	Seventh Training Programme on Case Preparation and Use at H.P. Institute of Public Administration, Shimla (H.P.) October 11-13, 1995	25	Prof. Nand Dhameja
9.	Seventh Course on Attitudinal Transformation for Better Performance November 13-18, 1995	18	Dr. (Mrs.) Rajesh Singh
10.	Eighth Course on Effective Use of Computers in Administration February 12-24, 1996	32	Prof. R.K. Sachdeva Shri N.C. Ganguli
11.	Ninth Course on Case Preparation and Its Use in Shillong February 16-18, 1996	15	Prof. Nand Dhameja
12.	Fifth Course on Natural Resources and Environment February 26—March 9, 1996	18	Dr. V.K. Sharma
13.	Third Orientation Programme for Directors/Dy. Secretaries of CSS February 5-9, 1996	21	Dr. J.N. Upadhyay Prof. O.P. Minocha
14.	Twenty-first Programme for Empanelled Dy. Secretaries of CSS January 1-February 2, 1996	24	Dr. R.K. Barik Dr. Anil Ittyerah

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
15.	Seventh Course on Behavioural Dimensions in Human Resource Management and Organisational Leadership January 15-20, 1996	29	Dr. (Mrs.) Rajesh Singh
16.	Fourth Course on Finance for Managers January 15-20, 1995	27	Prof. Nand Dhameja
17.	Third Training Programme on Case Preparation and Use at Goa University, Goa. January 28-30, 1996	27	Prof. Nand Dhameja
18.	National Workshop on Case Preparation and Its Use at IIPA March 11-13, 1996	19	Prof. Nand Dhameja

II. Management Development Programmes-II
(Fee Based Programmes and Sponsored Programmes conducted by the IIPA at the request of other Organisations during 1995-96).

A. Fee-Based Programmes

- | | | | |
|----|--|----|----------------------|
| 1. | Third Course on Planning, Budgeting and Budgetary Control
April 24-28, 1995 | 44 | Dr. (Mrs.) A. Sarada |
| 2. | Firth Orientation Course on Effective Administration of Welfare Measures in Government and Public Sector Organisations (In collaboration with Department of Public Enterprises, New Delhi)
July 24-28, 1995 | 33 | Prof. R.N. Thakur |
| 3. | Fifth Orientation Programme on Policy Analysis and Administration of the PDS at Udaipur
December 13-19, 1995 | 16 | Dr. Anil C. Ittyerah |

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
4.	Twelfth Programme on Training of Trainers January 8-12, 1996	12	Prof. O.P. Minocha
5.	Sixteenth Programme on MIS January 15-19, 1996	19	Shri Rakesh Gupta

Sponsored Programmes by Other Organisations

- | | | | |
|----|--|----|--------------------------------------|
| 1. | Second Training Course on Implementation of the Protection of Civil Rights Act, 1955 and Scheduled Castes and the Scheduled Tribes (Prevention of Atrocities Act, 1989), (Sponsored by the Ministry of Welfare, Government of India, New Delhi)
April 3-7, 1995 | 27 | Dr. J. Guha Roy |
| 2. | Second Training Programme on Management Skills for Officers of KVIC (Sponsored by the KVIC, Bombay)
April 17-21, 1995 | 19 | Dr. V.K. Sharma
Dr. J.N. Upadhyay |
| 3. | Vertical Interaction Course for IPS Officers on Planning for Training (Sponsored by BPR&D, Ministry of Home Affairs, Government of India, New Delhi)
August 21-26, 1995 | 23 | Dr. J. Guha Roy |
| 4. | Twelfth Course on Development Through Participation (Sponsored by Ministry of Rural Development, Government of India, New Delhi)
August 21-September 1, 1995 | 45 | Prof. S.N. Mishra |

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
5.	Training Programme on Rehabilitation and Resettlement (Sponsored by Ministry of Welfare, Government of India in collaboration with the Economic Development Institute of the World Bank) August 28-September 1, 1995	25	Dr. V.K. Sharma
6.	Second Course on Formulation and Financing of Urban Supply Projects (Sponsored by CPHEED Ministry of Urban Affairs and Employment, Government of India, New Delhi) August 28-September 8, 1995	13	Prof. K.S.R.N. Sarma
7.	Seventh Orientation Programme for Non-Judicial Members of Consumer Forum (Sponsored by the Ministry of Civil Supply, Consumer Affairs and Public Distribution, Government of India, New Delhi) September 11-15, 1995	19	Prof. S.S. Singh Shri M.K. Balachandran
8.	Sixth Course on Human Resource Development for Indian Forest Service Officers (Sponsored by Ministry of Environment and Forests, Government of India, New Delhi) September 18-22, 1995	17	Dr. (Mrs.) Lipi Mukhopadhyay
9.	Workshop on Effective Teaching Approaches for Environmental Epidemiology (Organised by Ministry of Environment and Forests, Government of India, New Delhi) in collaboration with World Health Organisation (WHO) and United Nations Environment Programme (UNEP) September 11-19, 1995	13	Dr. V.K. Sharma

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
10.	Orientation Programme for Class I Officers of the Central Electricity Authority (Sponsored by Central Electricity Authority, New Delhi) November 6-17, 1995	26	Prof. O.P. Minocha Dr. J.N. Upadhyay
11.	First Training Programme on Computerised Project Management (Sponsored by Ministry of Environment and Forests in Collaboration with World Bank) November 13-23, 1995	11	Mrs. Charru Shri N.C. Ganguli
12.	Fifth Programme on General Management for Super-Time Grade Medical Officers of CHS (Sponsored by Department of Health, Ministry of Health & Family Welfare, Government of India, New Delhi) November 20-24, 1995	9	Prof. R.K. Sachdeva
13.	Fifth Training of Trainers Programme on New Panchayati Raj (Sponsored by Ministry of Rural Development, Government of India, New Delhi) November 27-December 9, 1995	10	Prof. S.N. Mishra
14.	National Workshop on Himalayan Eco-development and National Disaster Reduction November 27-28, 1995		Dr. V.K. Sharma
15.	Training Programme on General Management and Strategic Planning for Senior Admn Grade Officers of Chief Engineers (Civil & Elect.) of CPWD (Sponsored by CPWD, New Delhi) December 4-8, 1995	14	Prof. Jaideep Singh

Sl. No.	Title of the Course/Duration	No. of Participants	Course Director(s)
16.	Workshop on Effective Policing of the NCT of Delhi and Adjoining Areas December 19-20, 1995	44	Dr. J. Guha Roy
17.	Training Programme on General Management for Senior Administrative Grade Officers <i>i.e.</i> , Superintending Engineers (Civil & Elect.) and Senior Architects of CPWD (Sponsored by CPWD, New Delhi) December 26-30, 1995	11	Prof. R.K. Sachdeva
18.	Thirteenth Course on Development Through Participation (Sponsored by Ministry of Rural Development, Government of India, New Delhi) December 26, 1995-January 5, 1996	27	Prof. S.N. Mishra
19.	Ninth Orientation Programme for Non-Judicial Members of Consumer Forums (Sponsored by Ministry of Civil Supply, Consumer Affairs & Public Distribution) February 12-16, 1996	15	Prof. S.S. Singh
20.	Vertical Interaction Course for IPS Officers on Planning for Training (Sponsored by BPR&D) February 12-17, 1996	22	Dr. J. Guha Roy
21.	Eighth Orientation Programme for Non-Judicial Members of Consumers Forums (Sponsored by Ministry of Civil Supplies, Consumer Affairs) January 8-12, 1996	26	Dr. S.S. Singh

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
22.	Third Training Course on Implementation of the Protection of Civil Rights Act 1995 and Scheduled Castes and Scheduled Tribes (Prevention of Atrocities) Act 1989 January 15-19, 1996	21	Dr. J. Guha Roy
23.	Training Programme on Economic Analysis of Irrigation Projects (Sponsored by Central Water Commission) February 19-March 2, 1996	19	Dr. Pranab Banerji
24.	Fifth General Management Training Programme for Medical Officers of CHS (Sponsored by Ministry of Health and Family Welfare) February 19-March 2, 1996	23	Dr. R.K. Wishwakarma Shri Rakesh Gupta
25.	First Training Programme on Finance for Non-Finance Executives of BIS March 25-30, 1996	25	Prof. Nand Dhameja
26.	Sixth Training Programme on Management for Medical Officers of CHS March 25-April 5, 1996	9	Dr. R.K. Wishwakarma Shri Rakesh Gupta
Centre for Urban Studies			
1.	Second Course on Legal Dimensions of Municipal Decision-Making July 10-14, 1995	14	Shri M.K. Balachandran
2.	Eighteenth Course on Urban Plan Administration July 17-28, 1995	13	Dr. R.K. Wishwakarma
3.	Second Course on Dimensions of Urban Local Government Reforms August 21-25, 1995	25	Prof. D.D. Malhotra

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
4.	Third Course on Sustainable Urban Development September 18-22, 1995	32	Prof. G.K. Misra
5.	Eighth Course on Managing Slum Improvement October 9-13, 1995	18	Dr. M.K. Narain
6.	Fourth Course on Management of Urban Poverty October 30-November 3, 1995	17	Prof. D.D. Malhotra
7.	Seventh Course on Law and Urban Development December 5-8, 1995	12	Shri M.K. Balachandran
8.	Eighth Course on Urban Project Implementation, Monitoring and Evaluation December 18-27, 1995	13	Prof. G.K. Misra
9.	Third Course on Environmental Management and Municipal Authorities January 8-12, 1996	14	Shri Rakesh Gupta
National Centre for Disaster Management			
1.	First Training Programme on Flood Disaster Management May 8-13, 1995	15	Dr. V.K. Sharma
2.	Second Training Programme on Flood Disaster Management June 5-10, 1995	13	Dr. V.K. Sharma
3.	Training Programme on Management July 24-28, 1995	21	Dr. V.K. Sharma

<i>Sl. No.</i>	<i>Title of the Course/Duration</i>	<i>No. of Participants</i>	<i>Course Director(s)</i>
4.	Training of Trainers Programme on Flood Disaster Management December 26-30, 1995	10	Dr. V.K. Sharma
5.	Training of Trainers Programme on Drought Management March 11-15, 1996	9	Dr. J.N. Upadhyay Dr. V.K. Sharma

Annexure VIII

FACULTY AND OTHER SENIOR STAFF

(As on 31st March, 1996)

Director

Shri M. Wadhvani

Professors

Prof. Nand Dhameja	Professor of Financial Management
Prof. K.N. Kabra	Professor of Economics
Prof. J.C. Kapur	Professor of Computer in Government
Prof. D.D. Malhotra	Professor of Urban Management
Prof. O.P. Minocha	Professor of Public Administration
Prof. S.N. Mishra	Professor of Rural Studies
Prof. G.K. Misra	Professor of Urban Studies
Prof. R.K. Sachdeva	Professor of Management
Prof. K.S.R.N. Sarma	Professor of Urban Finance
Prof. A.K. Sharma	Professor of Public Administration
Prof. Jaideep Singh	Professor of Behavioural Science
Prof. S.S. Singh	Professor of Justice and Administration
Prof. R.N. Thakur	Professor of Sociology/Social Welfare Administration
Prof. R.K. Tiwari	Professor of Public Administration

Readers

Shri Pranab Banerji	Reader in Economics
Dr. Radha Kanta Barik	Reader in Public Administration
Dr. (Mrs.) Shanta Kohli Chandra	Reader in Public Administration
Dr. Anil C. Ittyerah	Reader in Economics
Dr. (Mrs.) Aasha Kapur Mehta	Reader in Economics
Dr. M.K. Narain	Reader in Social Administration
Dr. V.K. Sharma	Reader in Environmental Studies
Dr. (Mrs.) Rajesh Singh	Reader in Behavioural Science
Dr. J.N. Upadhyay	Reader in Rural Development Studies
Dr. B.M. Verma	Reader in Social Administration
Dr. R.K. Wishwakarma	Reader in Urban Studies

Lecturers

Shri N.C. Ganguli	Lecturer in Management Studies
Shri Rakesh Gupta	Lecturer in Urban Studies
Shri Ashish Kothari	Lecturer in Environmental Studies
Dr. (Mrs.) Lipi Mukhopadhyay	Lecturer in Behavioural Science
Dr. Jaytilak Guha Roy	Lecturer in Criminal Justice Administration
Dr. (Mrs.) A. Sarada	Lecturer in Economics
Shri Shekhar Singh	Lecturer in Environmental Studies
Dr. (Miss) Sujata Singh	Lecturer in Public Administration

Senior Library Staff

Shri B.K. Suri	Librarian
Shri Suprabhat Majumdar	Dy. Librarian
Mrs. S. Bakshi	Asstt. Librarian
Mrs. Sunita Gulati	Asstt. Librarian
Shri M.C. Mehrishi	Asstt. Librarian
Shri A.K. Nath	Asstt. Librarian
Shri Suresh Kumar	Asstt. Librarian

Senior Editorial and Publications Staff

Shri M.K. Gaur	Asstt. Editor
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Senior Administrative Staff

Dr. S.N. Suri	Registrar
Dr. B.B. Malhotra	Deputy Registrar (Academic Support)
Shri Naresh Kumar	Deputy Registrar (Finance & Estate)
Shri C. Giri	Deputy Registrar (Administration)
Shri U.S. Rawat	Asstt. Registrar (Accounts)
Shri K.R. Nair	Supdt. (Training)
Shri G.S. Patial	Supdt. (Membership)
Shri Udai Ram Dhaundiyal	Supdt. (Administration)
Shri A. Satyanarayana	Supdt. (Hostel)
Shri J.K. Suri	Supdt. (Maintenance)
Shri Joginder Singh	P.S. to Director

Computer Centre

Ms. Charru	Systems Analyst-cum-Programmer
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**AUDITORS REPORT TO THE MEMBERS OF
THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
NEW DELHI**

We have audited the attached Balance Sheet of the Indian Institute of Public Administration as at 31st March, 1996, and Income and Expenditure Account for the year ended on that date and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit and that in our opinion and to the best of our information and according to the explanations given to us, the said accounts read alongwith significant accounting policies and notes to Accounts give a true and fair view:

- (i) In case of the Balance Sheet the state affairs of the Institute as at 31st March, 1996, and
- (ii) In case of the Income and Expenditure Account, of the excess of Expenditure over Income for the year ended on that date.

Dated: 19th August, 1996

For THAKUR, VAIDYANATH AIYAR & CO.
Chartered Accountants

(R. BALACHANDER)
Partner

Annexure IX

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Balance Sheet as on 31st March, 1996

<i>Particulars</i>	<i>Schedule No.</i>	<i>Current year (as on 31.3.96) Rs.</i>	<i>Previous year (as on 31.3.95) Rs.</i>
Liabilities			
Capital Asset Fund		3,16,10,803.63	2,71,98,852.50
Membership Fund		48,35,819.75	42,24,869.75
Capital Funds	1	38,32,971.14	64,70,510.30
Grants, Unutilised Balances	2	66,05,080.00	39,57,243.15
Current Liabilities	3	7,55,328.17	6,84,369.17
IIPA Employees CPF Liabilities		4,71,91,653.43	3,96,62,592.81
Total		9,48,31,656.12	8,21,98,257.68
Assets			
Fixed Assets	4	3,16,10,803.63	2,71,98,852.50
Investment of Funds	5	1,11,91,170.00	63,45,070.00
Grants Receivables	2	21,69,979.77	13,06,022.57
Current Assets	6	25,83,408.96	16,83,113.95
IIPA Employee CPF Assets		4,71,91,653.43	3,96,62,592.81
Excess of Expenditure over Income		84,640.33	60,02,605.85
Total		9,48,31,656.12	8,21,98,257.68

As per our Report of even date.
For THAKUR, VAIDYANATH
AIYAR & CO.
Chartered Accountants
New Delhi

(R. BALACHANDER)
Partner

S.B. CHAVAN
Chairman

M. WADHWANI
Director &
Member-Secretary

S.K. GOYAL
For Honorary
Treasurer

Dated : 19th August, 1996

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Income and Expenditure Account for the year Ended 31st March, 1996

<i>Particulars</i>	<i>Schedule No.</i>	<i>Current year (as on 31.3.96) Rs.</i>	<i>Previous year (as on 31.3.95) Rs.</i>
Expenditure			
Pay & Allowances		1,18,75,827.00	1,15,80,725.00
Training Programmes		15,24,369.00	21,48,967.00
Research Studies/Seminars		2,15,306.00	1,80,894.00
Publications		4,80,958.00	4,93,199.00
Library Periodicals & Binding Charges		2,99,202.00	3,99,966.14
Branches Promotion Activities		4,01,626.00	4,03,016.00
Campus Maintenance Including Hostel	8	32,09,631.00	31,71,287.00
Administrative & Miscellaneous Charges	9	32,21,895.65	30,55,662.31
Centre for Rural Development Admn.	10	17,11,682.00	13,53,830.00
Cost of Assets Acquired out of Recurring		11,621.00	7,928.00
Grant Transferred to Assets Fund			
Total		2,29,52,117.65	2,27,95,474.45
Income			
Maintenance Grant from Ministry of Personnel, Public Grievances & Pensions		1,30,00,000.00	1,19,96,000.00
Member's Subscriptions	11	4,37,431.64	4,27,893.34
Fee for Training Programmes		27,85,249.00	30,83,929.15
Consultancy Fee—Net		4,28,133.50	3,75,187.50
Rent Receipts		10,87,036.30	10,07,320.30
Income from Publications		3,35,514.00	2,55,225.10
Amount Transferred from Research Endowment Fund		3,50,000.00	3,50,000.00
Research Revolving Fund		1,19,300.81	1,80,894.00
Miscellaneous Receipts	12	26,14,758.32	24,73,708.80
Total		2,11,57,423.57	2,01,50,158.19
Surplus/(deficit) for the Year		(17,94,694.08)	(26,45,316.26)
Amount Transferred from Gratuity		9,32,659.60	0.00
Res. Fund to Maintenance Grant Addl.		67,80,000.00	0.00
Research One Time Grant Covering Deficit upto 31-3-95			
Total		59,17,965.52	26,45,316.26

As per our Report of even date.
For THAKUR, VAIDYANATH
AIYAR & CO.,
Chartered Accountants
New Delhi

(R. BALACHANDER)
Partner

S.B. CHAVAN
Chairman

M. WADHWANI
Director &
Member-Secretary

S.K. GOYAL
For Honorary
Treasurer

Dated: 19th August, 1996

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI
Receipts and Payments Account for the year ended 31st March, 1996

<i>Particulars</i>	<i>Schedule No.</i>	<i>Rs.</i>
Receipts		
Opening Balance		
Cash in Hand		13,481.00
Petty Cash Imprest		549.91
Postage Imprest		6,210.60
		<u>20,241.51</u>
Balances with Banks:		
(i) Current Accounts:		
State Bank of India		77,132.10
UCO. Bank, IIPA		2,66,837.80
UCO. Bank, Supreme Court		500.00
		<u>3,44,469.90</u>
(ii) Savings Accounts:		
UCO. Bank, Supreme Court		6,390.50
First National City		4,03,767.04
Bank of New York		
Part A (I) Maintenance Grant and Internal Receipts	13	2,90,62,275.17
Part A (II) Non Recurring/Plan Grants Under Five Year Plan	14	35,00,000.00
Part B: Funds, Deposits & Advances	15	9,10,629.25
Part C: Grants for Research Projects, etc.	16	1,49,25,245.15
Total		<u>4,91,73,018.52</u>
Payments		
Part A (I) Expenditure against Maintenance Grant & Internal Receipts	13	2,30,48,117.65
Part A (II) Expenditure against Non Recurring/Plan Grants	14	30,84,598.00
Part B: Payments out of Funds, Deposits and Advances	15	77,49,145.41
Part C: Expenditure against Grants for Research Projects etc.	16	1,35,56,767.50
Closing Balance		
Cash in Hand		688.00
Petty Cash Imprest		769.91
Postage Imprest		3,905.95
		<u>5,363.86</u>
Balances with Banks:		
(i) Current Accounts:		
State Bank of India		34,654.55
UCO. Bank, IIPA		12,39,080.94
UCO. Bank, Supreme Court		500.00
		<u>12,74,235.49</u>
(ii) Savings Account:		
First National City Bank of New York		4,54,790.61
Total		<u>4,91,73,018.52</u>

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 1: Capital Fund

Sl. No.	Description	Opening Balance Rs.	Contributions/ Interest Rs.	Amount Utilised Rs.	Closing Balance Rs.
1.	Staff Benevolent Fund	78,659.18	14,159.68	11,000.00	81,818.86
2.	Gratuity Reserve Fund	27,19,736.60	0.00	27,19,736.60	0.00
3.	Research Revolving Fund	1,19,300.81	10,875.00	1,30,175.81	0.00
4.	Research Endowment Fund	31,14,997.16	4,97,127.00	3,51,818.00	32,60,306.16
5.	Annual School Prize Fund	23,049.33	2,006.00	0.00	25,055.33
6.	Consultancy Support Fund	21,888.00	0.00	0.00	21,888.00
7.	Ford Foundation—IV Fund (Interest)	3,92,879.22	56,922.55	5,898.98	4,43,902.79
	Total	64,70,510.30	5,81,090.23	32,18,629.39	38,32,971.14

NOTE: Interest has been taken on receipt basis. Most of the investments are on long-term basis where the interest will be received on maturity.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 2: Details of Project Grants Received and Expenditure Incurred thereon during the year ended 31st March, 1996

Sl. No.	Source	Grant Unutilised (-) Recoverable as on 1.4.95 Rs.	Receipts during the Year Rs.	Total Rs.	Payments/ Adjustments Rs.	Grant Unutilised/ (-) Recoverable as on 31.3.96+ Rs.
1.	Grant from Ministry of Urban Affairs, New Delhi for Centre for Urban Studies (Including Internal Receipts of Rs. 49,412)	1,33,631.57	31,43,781.00	32,77,412.57	31,19,695.00	1,57,717.57
2.	Grants from Department of Personnel & Training for Advanced Professional Programme in Public Administration	(-)1,48,594.55	15,51,000.00	14,02,405.45	14,36,456.00	(-)34,050.55
3.	Grants from Ministry of Agriculture for National Centre for Disaster Management	—	55,50,000.00	55,50,000.00	52,57,203.00	2,92,797.00
4.	Other Programmes from Department of Personnel and Training	8,06,380.16	40,97,658.00	49,04,038.16	34,55,081.00	14,48,957.16
5.	Other Programmes	3,90,107.49	7,23,800.00	11,13,907.49	3,10,409.00	8,03,498.49
6.	Grants from ICSSR for Research Projects	17,056.14	12,350.00	29,406.14	8,350.00	21,056.14
7.	Other Research Projects	8,95,340.50	14,38,868.15	23,34,208.65	14,83,726.00	8,50,482.65
8.	Consultancy Projects	5,57,299.27	19,07,788.00	24,65,087.27	15,70,445.50	8,94,641.77*
	Total	26,51,220.58	1,84,25,245.15	2,10,76,465.73	1,66,41,365.50	44,35,100.23

Figures for the year 94-95

Rs. 39,57,243.15	Unutilised Balance of Grant carried over to next year	Rs. 66,05,080.00
Rs. 13,06,022.57	Grant Receivable carried over	Rs. 21,69,979.77

+ Balances have been taken from Detailed Schedule-for Project Grants.

* Includes Rs. 4,28,133.50 transferred to Income and Expenditure Accounts being net income on Consultancy Assignments, concluded during the year.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 3: Current Liabilities as at 31st March, 1996

Particulars	As on 31st March 1996	As on 31st March 1995
	Rs.	Rs.
Unpaid Salaries	2,981.00	3,064.00
Canteen Contractor/Mess Charges	2,49,705.00	1,65,285.00
Honorarium to Faculty/Staff	19,097.57	19,245.57
Stale Cheque Account	62,490.00	53,856.00
Other Liabilities	1,400.00	0.00
Amount Received from IAMR Pending Adjustment	1,96,469.15	1,96,469.15
Other Deposits	2,23,185.45	2,46,449.45
Total	<u>7,55,328.17</u>	<u>6,84,369.17</u>

INDAIN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 4: Fixed Assets as at 31st March, 1996

<i>Particulars</i>	<i>Cost as on 31.3.95 Rs.</i>	<i>Additions/ Adjustments Rs.</i>	<i>Cost as on 31.3.96 Rs.</i>
Buildings	84,29,424.09	0.00	84,29,424.09
Furniture & Fixtures	19,37,542.82	0.00	19,37,542.82
Air Conditioning Equipments and Water Coolers	13,97,533.76	75,116.00	14,72,649.76
Library Books	53,88,928.59	8,43,493.00	62,32,421.59
Vehicles	2,49,124.37	0.00	2,49,124.37
Film Projector and Stage Equipments	3,26,659.46	0.00	3,26,659.46
Data Processing and Office Equipments	60,36,555.49	5,72,716.35	66,09,271.84
Library Equipments	6,28,880.60	15,050.00	6,43,930.60
Hostel and Mess Equipments	8,02,664.46	1,41,042.00	9,43,706.46
Internal Communications	5,82,476.00	1,43,047.00	7,25,523.00
CRDA (Furniture, Staff Car and Books)	3,97,660.86	(68,371.22)	3,29,289.64
NCDM (Library Books)	0.00	1,52,991.00	1,52,991.00
NCDM (Furniture, Fixtures and Office Equipments)	0.00	19,31,177.00	19,31,177.00
CUS (Library Books)	5,52,701.19	0.00	5,52,701.19
CUS (Furniture, Fixture and Office Equipments)	1,64,614.52	6,05,690.00	7,70,304.52
APPPA (Library Books)	3,04,086.29	0.00	3,04,086.29
Total	<u>2,71,98,852.50</u>	<u>44,11,951.13</u>	<u>3,16,10,803.63</u>
Previous Year	2,51,51,188.85	20,47,663.65	2,71,98,852.50

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 5: Investment of Funds as at 31st March, 1996

Sl. No.	Name of the Fund	Balance as on 31st March, 1995 Rs.	Additions Rs.	Encashments Rs.	Balance as on 31st March, 1996 Rs.
1.	Gratuity Reserve Fund	11,60,000.00	0.00	11,60,000.00	0.00
2.	Research Revolving Fund	0.00	0.00	0.00	0.00
3.	Annual School Prize Fund	23,200.00	0.00	0.00	23,200.00
4.	Staff Benevolent Fund	74,700.00	0.00	0.00	74,700.00
5.	Life Membership Fund	24,17,370.00	25,37,000.00	4,59,600.00	44,94,770.00
6.	Corporate Membership Capital Fund	2,36,000.00	98,700.00	0.00	3,34,700.00
7.	Research Endowment Fund	24,28,800.00	8,30,000.00	0.00	32,58,800.00
8.	Other Deposits	5,000.00	30,00,000.00	0.00	30,05,000.00
	Total	63,45,070.00	65,65,700.00	16,19,600.00	1,11,91,170.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 6: Current Assets, Loans and Advances as at 31st March, 1996

Particulars	As on 31st March 1996 Rs.	As on 31st March 1995 Rs.
Amount receivable from IXth, Xth APPPA Participants for M. Phil Registration	390.00	390.00
Cash/Postage Imprest	5,363.86	
Balances with Banks:		
In Current Account	12,74,235.49	
In Savings Accounts	4,54,790.61	17,34,389.96
Advances to Employees	7,53,859.00	8,12,085.00
Deposits (with DESU, DDA, etc.)	94,770.00	95,770.00
Total	25,83,408.96	16,83,113.95

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 7: Pay and Allowances*

<i>Particulars</i>	1995-96 Rs.	1994-95 Rs.
Faculty & Attached Staff	33,48,509.00	31,52,261.00
Office of Academic Activities	7,81,144.00	9,13,792.00
Library	13,57,794.00	12,38,418.00
Publications	7,41,138.00	8,21,860.00
Maintenance	10,04,183.00	8,70,837.00
Hostel	10,62,416.00	9,13,891.00
Administration (Including LR & Misc.)	19,48,804.00	18,30,960.00
Accounts	6,65,176.00	6,55,919.00
Research & Consultancy Unit	1,35,330.00	1,33,259.00
Computer Centre	2,12,332.00	1,77,201.00
Overtime Allowance	2,97,769.00	2,85,356.00
Gratuity	3,21,232.00	5,86,971.00
Total	11,875,827.00	1,15,80,725.00

* Excludes pay and Allowances directly charged to other Grants/Projects/CRDA.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 8: Campus Maintenance

<i>Particulars</i>	1995-96 Rs.	1994-95 Rs.
Repair & Maintenance	6,82,009.00	7,29,261.00
Hostel General Charges	1,38,382.00	80,181.00
Rents, Rates & Taxes	2,00,000.00	1,06,813.00
Water & Electricity Charges	18,33,462.00	19,88,691.00
Security Arrangements	3,55,778.00	2,66,341.00
Total	32,09,631.00	31,71,287.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 9: Administrative and Miscellaneous Charges

<i>Particulars</i>	<i>1995-96 Rs.</i>	<i>1994-95 Rs.</i>
Travelling Expenses	5,56,891.00	6,04,076.00
Honorarium to Auditors	13,900.00	12,100.00
Printing and Stationery	1,80,788.00	1,79,566.00
Telephones	7,10,682.00	6,46,526.00
Postage and Telegrams	1,84,412.65	2,14,985.85
Repair, Maintenance and Replacement of Risograph	5,25,139.00	3,76,059.00
Repair, Maintenance and Replacement of Project Equipments, etc. (Including Photocopying Machines)	4,90,929.00	4,74,472.77
Interest on Overdraft	1,47,678.00	57,653.47
Liveries	1,13,283.00	1,16,353.00
Conveyance Charges	95,857.00	89,778.00
Motor Car Expenses	85,170.00	92,498.00
Essay Prize	9,800.00	9,500.00
Other Expenses	1,07,366.00	1,82,094.22
Total	32,21,895.65	30,55,662.31

Note : Rs. 1,000 has been debited on account of yearly write down of each of the 10 OYT lines.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 10: Centre for Rural Development Administration

<i>Particulars</i>	<i>1995-96</i> <i>Rs.</i>	<i>1994-95</i> <i>Rs.</i>
Pay & Allowances	16,95,040.00	13,18,926.00
Contingencies	580.00	1,661.00
Travelling Allowances	644.00	18,777.00
Newsletters & Periodicals	15,418.00	14,466.00
Total	17,11,682.00	13,53,830.00

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 11: Membership Subscription/Interest on Membership Fund

<i>Particulars</i>	<i>1995-96</i> <i>Rs.</i>	<i>1994-95</i> <i>Rs.</i>
Sub.—Associate	7,100.00	7,700.00
Sub.—Corporate	52,500.00	81,250.00
Subs.—Student Membership	4,100.00	5,000.00
Subs.—Ordinary	1,06,360.00	88,850.00
Interest on Corporate Membership Capital Fund	20,098.00	27,060.47
Interest on Life Membership Capital Fund	2,47,273.64	2,18,032.87
Total	4,37,431.64	4,27,893.34

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 12: Miscellaneous Receipts

<i>Particulars</i>	<i>1995-96</i> <i>Rs.</i>	<i>1994-95</i> <i>Rs.</i>
Receipt from Risograph	4,58,157.00	4,85,072.00
Receipt from Project Equipments	4,67,964.00	4,28,137.00
Receipt from Overhead Charges from Research Project/Programmes	8,03,642.00	3,26,244.76
Service Charges	2,61,987.00	2,01,195.00
Interest on House Building Advance	59,091.00	61,815.00
Gain in Exchange	15,229.00	11,515.00
Photocopying Receipts	2,34,580.00	49,307.00
Interest on Conveyance Advance	13,300.00	18,832.00
Others	3,00,808.32	8,91,591.04
Total	26,14,758.32	24,73,708.80

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 13: Receipts and Payments Account for the year ending 31st March, 1996

Part A (I) Maintenance Grant from Government of India and Internal Receipts

<i>Particulars</i>	<i>Rs.</i>
Receipts	
Maintenance Grant from Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training) Recurring (Non-plan)	1,97,80,000.00
Amount Transferred from Gratuity Reserve Fund to Maintenance Grant	9,32,659.60
Membership Subscriptions	4,37,431.64
Fee for Training Programmes	27,85,249.00
Consultancy Fee (Net)	4,28,133.50
Rent Receipts	10,87,036.30
Income from Publications	3,35,514.00
Amount Transferred from Research Endowment/Research Revolving Fund	4,69,300.81
Miscellaneous Receipts (including Overheads)	26,14,758.32
Recovery of Advances to Staff for Conveyance, House Building and Festival	1,92,192.00
Total Receipts during the year	2,90,62,275.17
Payments	
Pay & Allowances	1,18,75,827.00
Training Programmes	15,24,369.00
Research Studies/Seminars	2,15,306.00
Publications	4,80,958.00
Library Books, Periodicals and Binding Charges/Equipments	2,99,202.00
Branches Promotion Activities	4,01,626.00
Campus Maintenance	32,09,631.00
Administrative and Miscellaneous Charges	32,32,516.65
Centre for Rural Development Administration	17,11,682.00
Advances to employees for Conveyance, House building and Festival	97,000.00
Total Expenditure during the year	2,30,48,117.65
Excess income during the year	60,14,157.52
Excess Expenditure as at 31st March, 1995	67,79,715.16
Net Excess Expenditure as at 31st March, 1996	7,65,557.64

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 14: Receipt and Payments Account for the year ended 31st March, 1996

Part A-(II) Non-Recurring/Plan Grants under Five Year Plan

<i>Particulars</i>	<i>Rs.</i>
Receipts	
I. Annual Plan Grant 1995-96	35,00,000.00
II. Unutilised Balance at the end of previous year Annual Plan Grant 1994-95	3,61,165.35
Total	38,61,165.35
 Payments	
Annual Plan Grant 1994-95 & 1995-96	
(a) Faculty Development	1,19,136.00
(b) Upgradation and Modernisation of IIPA Library as National Resource Centre in Public Administration	13,11,269.00
(c) Development of Main Building Complex/Computer Centre	5,14,239.00
(d) Modernisation of Hostel Facilities	8,84,766.00
(e) Long Term Research Study on Decentralisation Planning	20,188.00
(f) Development of Modern Multipurpose Complex—Auditorium	2,35,000.00
Total	30,84,598.00

Utilisation Certificate (Schedules 13 and 14)

Certified that against the Grant-in-Aid of Rs. 197.80 lakh received from the Government of India, Ministry of Personnel, Public Grievances & Pensions, Department of Personnel and Training, New Delhi and transfer of Rs. 9,32,659.60 balance from Gratuity Reserve Fund during 1995-96, a total sum of Rs. 2,14,78,217.24 including excess expenditure of Rs. 67,79,715.16 as at 31.3.1995 has been utilised on recurring expenditure during 1995-96, thus leaving an overspent balance of Rs. 7,65,557.64 which has been carried over for adjustment during 1995-96, as indicated in Schedule 13.

It is also certified that Non-recurring Grant/Plan Grant received were utilised as indicated below and as also indicating in Schedule 14:

1. Out of Annual Plan Grant-in-Aid of Rs. 50 lakh, received during the year 1994-95, an amount of Rs. 46,38,834.65 had been utilised during the year and balance of Rs. 3,61,165.35 has been utilised during the year 1995-96.
2. Out of the Annual Plan Grant-in-Aid of Rs. 35 lakh, received during the year 1995-96, an amount of Rs. 27,23,432.65 lakh, has been utilised during the year, leaving a balance of Rs. 7,76,567.35 which has been carried over for utilisation during 1996-97.

For THAKUR, VAIDYANATH
AIYAR & CO.
Chartered Accountants
New Delhi

(R. BALACHANDER)
Partner

S.B. CHAVAN
Chairman

M. WADHWANI
*Director &
Member-Secretary*

S.K. GOYAL
*For Honorary
Treasurer*

Dated: 19th August, 1996

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 15 (Part B): Funds, Deposits and Advances

<i>Particulars</i>	<i>Rs.</i>
Receipts	
Life Membership Capital Fund	5,50,630.00
Corporate Membership Capital Fund	60,500.00
Staff Benevolent Fund	3,159.68
Annual School Prize Fund	2,006.00
Research Endowment Fund	1,45,309.00
Other Items	94,506.00
T.A. Advances	3,495.00
F.F.-CIV--Interest	51,023.57
Total	9,10,629.25
Payments	
Gratuity Reserve Fund	27,19,736.60
Other Deposits	23,264.00
Unpaid Salaries	83.00
Advances to Staff for Expenses	40,661.00
Research Revolving Fund	1,19,300.81
Fixed Deposits with Banks	48,46,100.00
Total	77,49,145.41

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 16 (Part C): Receipts for Projects, Programmes, etc.

<i>Particulars</i>	<i>Rs.</i>
Receipts	
Grant from Ministry of Urban Affairs and Employment (Department of Urban Development) for Centre for Urban Studies and Internal Receipts	31,43,781.00
Grants from Department of Personnel and Training for Advanced Professional Programme in Public Administration	15,51,000.00
Other Programmes from Department of Personnel and Training	5,97,658.00
Other Programmes	7,23,800.00
Grants from ICSSR for Research Projects/Studies	12,350.00
Other Research Projects/Studies	14,38,868.15
Consultancy Assignments	19,07,788.00
Grant from Ministry of Agriculture and Cooperation for National Centre for Disaster Management	55,50,000.00
Total	1,49,25,245.15
Payments	
Centre for Urban Studies	31,19,695.00
Advanced Professional Programme in Public Administration	14,36,456.00
Other Programmes Assigned by the Department of Personnel and Training	3,70,483.00
Other Programmes	3,10,144.00
Research Projects/Studies from ICSSR	8,350.00
Other Research Projects/Studies	14,83,991.00
Consultancy Assignments	15,70,445.50
National Centre for Disaster Management	52,57,203.00
Total	1,35,56,767.50

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI**Schedule 17: Significant Accounting Policies and Notes Forming Part of
Accounts for the Year Ended 31st March, 1996**

- (a) Income and Expenditure is accounted for on cash basis.
- (b) No depreciation on fixed assets has been provided in the accounts.
- (c) Stationery, paper, maintenance items and Institute's publications has been charged as an expenditure at the time of their purchase/incurrence. However quantitative records are being maintained.
- (d) Interest accrued but actually not received on investments has not been provided for in the accounts.
- (e) As desired by the government, expenditure gratuity to retiring employees has been met out of the maintenance grant received from Department of Personnel and Training.
- (f) A separate account is being maintained for C.P. Fund for IIPA. However, total balances have been incorporated on the liabilities and assets side in the main Balance Sheet as at 31st March, 1996.
- (g) Project related expenses are directly accounted for and reflected as a utilisation of the respective grant as detailed in Schedule 2.
- (h) Foreign currency balance (in dollars) in First National City Bank, New York are translated at year ending conversion rates. Difference on account of conversion is treated as gain/loss and reflected in miscellaneous income/expenditure.

CUS PUBLICATIONS

	Rs.
1. Health Status of the Underprivileged— <i>R.K. Wishwakarma</i>	425.00
2. Urban Health System— <i>Eds. P.K. Umashankar and Girish K. Misra</i>	300.00
3. Public-Private Responsibilities in Urban Housing— (<i>Eds. P.K. Umashankar and Girish K. Misra</i>)	300.00
4. Natural Disaster Reduction—(<i>Eds. Girish K. Misra and G.C. Mathur</i>)	300.00
5. Development Programmes for Urban Poor— <i>Eds. G.K. Misra and M.K. Narain</i>	120.00
6. Housing Finance In India— <i>Ed. K.S.R.N. Sarma</i>	120.00
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* 1978	Police Administration—Jan.-March
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